

Semi-annual Report for the First Half of 2016 on Implementation of the Action Plan of the Public Administration Reform Strategy in the Republic of Serbia, 2015-2017

Ministry of Public Administration and Local Self-Government

July 2016



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LIST OF ABBREVIATIONS

a	Activity	NACS	National Anti-Corruption Strategy in the Republic of Serbia for the Period 2013-2018
ACA	Anti-Corruption Agency	SAB	State administration body/bodies
AP	Action Plan	OECD	Organisation for Economic Cooperation and Development
BRA	Business Registers Agency	CSO	Civil society organisations
AP 23	Action Plan for Negotiations on Chapter 23	PEFA	Public expenditure and financial accountability assessment
AP PAR	Action Plan implementing the Public Administration Reform Strategy in the Republic of Serbia	BV	Baseline value
HCSC	High Civil Service Council	PFM	Public Finance Management Reform Programme
GenSec	Government's General Secretariat	GPRIS	Government Planning and Reporting Information System
EAD	Electronic Administration Directorate	PAP	Public administration principles
SAI	State Audit Institution	r	result
EC	European Commission	RGA	Republic Geodetic Authority
ERP	Economic reform programme	RS	Republic of Serbia
EU	European Union	PAR	Public administration reform
EU IPA	European Union's Instrument for Pre-Accession Assistance	RSPP	Republic Secretariat for Public Policies
IS	Information system	WB	World Bank
LSGU	Local self-government units	SCTM	Standing Conference of Towns and Municipalities
LSGU and AP	Local self-government and autonomous province units	SIGMA	OECD Support for Improvement in Governance and Management
PA	Public administration	PARC	Public Administration Reform Council
SEIO	Serbian European Integration Office	HRMS	Human Resource Management Service
Cont.	Continually	TOR	Terms of reference
MPALSG	Ministry of Public Administration and Local Self-Government	PPO	Public Procurement Office
IMF	International Monetary Fund	AI	Administrative Inspectorate
IPG	Interministerial Project Group	HRM	Human resources management
MoJ	Ministry of Justice	FA	Functional analysis
MTBF	Medium-term Budget Framework – Fiscal Strategy	FMC	Financial management and control
MoIA	Ministry of Internal Affairs	TV	Target value
MFin	Ministry of Finance	CRCSI	Central Registry of Compulsory Social Insurance

I INTRODUCTION – AGGREGATE OVERVIEW

The overall purpose of the monitoring, reporting and evaluation system for any public policy is to (a) gather information during the implementation of such policy in order to see whether the planned activities are implemented as intended and to identify any risks arising due to the activities not being implemented or due to the absence of expected outcome, and (b) to assess the progress made as a result of such policy in terms of objectives and expected outcomes, as defined by the Government. The ultimate goal of monitoring is to make timely decisions in order to improve the outcomes of such policy and to make changes during implementation where appropriate. Monitoring of public administration reform is based on the Action Plan implementing the Public Administration Reform Strategy (hereinafter referred to as “AP PAR”) (*Official Gazette of RS No. 31/15*).¹

Reporting is a crucial step in the monitoring process and it comprises compiling concise and specific reports based on previously collected information on the progress made in the implementation of public policy outcomes. As regards the frequency of reporting, the AP PAR provides for **semi-annual** and **annual reporting**. Reporting is **coordinated and conducted** by an organisational unit of the Ministry of Public Administration and Local Self-Government (hereinafter referred to as “MPALSG”) designated to monitor and report on the attainment of PAR Strategy objectives (the Public Administration Reform Management Group), as well as the relevant organisational units of other competent Ministries and state administration bodies designated as responsible for achieving the results in the PAR Action Plan through their contact points (deputy members) in the Interministerial Project Group (*Decision of the Minister of Public Administration and Local Self-Government No. 119-01-00242/2014-04 of 23 February 2015*).

There were two monitoring reports in 2015: the semi-annual status report and the 2015 annual report on the achieved results. **The first semi-annual report on AP PAR activities** implemented in the first half of 2015 was compiled and posted on the MPALSG website in August 2015³ and was endorsed and adopted at all levels of coordination including: the Interministerial Project Group (on 7 October 2015), the Collegium of State Secretaries (on 16 December 2015) and the Public Administration Reform Council (on 17 December 2015). **The annual monitoring report on the results achieved in 2015** was compiled and posted on the MPALSG website on 1 March 2016⁴ and was endorsed by the Interministerial Project Group in its 4th meeting on 6 April 2016.

¹ Action Plan Implementing the Public Administration Reform Strategy in the Republic of Serbia, 2015-2017 (*Official Gazette of RS No. 31/15*), Annex 3, p. 71.

² The Decision was amended by the Decision amending the Decision setting up an Interministerial Project Group on Technical Tasks in the Coordination and Monitoring of Implementation of the Public Administration Reform Strategy in the Republic of Serbia 2015-2017 No. 119-01-00242/2014-04 of 7 August 2015 due to staff changed in state administration bodies and civil society organisations.

³ The Report is available on the following links, in Serbian in PDF format: http://www.mduls.gov.rs/doc/AP_izvestaj_rs.pdf and in Word format: <http://www.mduls.gov.rs/reforma-javne-uprave-sprovodjenje-strategije.php> and in English in PDF format: <http://www.mduls.gov.rs/doc/Semi-Annual%20AP%20PAR%20Status%20Report.pdf> and in Word format: <http://www.mduls.gov.rs/english/reforma-javne-uprave.php>

⁴ The Report is available on the following links, in Serbian in PDF format: http://www.mduls.gov.rs/doc/Annual_AP_15_usvojen.pdf and in Word format: <http://www.mduls.gov.rs/reforma-javne-uprave-sprovodjenje-strategije.php> and in English in PDF format: http://www.mduls.gov.rs/doc/Annual_AP_15_usvojen_eng.pdf and in Word format: <http://www.mduls.gov.rs/english/reforma-javne-uprave.php>

The Reports show progress measured by the highest level of indicators for the PAR Action Plan specified for the overarching goal of public administration reform – Government Effectiveness, which allows for measurement of more long-term impact of PAR: according to a World Bank report which is published every year at the end of September in respect of the preceding year, in terms of **government effectiveness**, i.e. perception of the quality of public services, the quality of public administration and its independence from political pressures, the quality of policy formulation and implementation and the Government’s credibility and commitment to policy implementation, in 2014 Serbia progressed by almost 8 percentage points in just one year, from **50.72 to 58.17**⁵, which is an important indicator and a major recognition of the efforts made to date.

In terms of results and activities, the semi-annual Report on Implementation of the PAR Action Plan showed progress: 52% of the activities were fully implemented, 24% were partially implemented, while 24% were not timely implemented. Most of the implemented activities were in the field of optimisation of state administration, under the First Objective of AP PAR. According to the Annual Report on Implementation of the PAR Action Plan, out of the total number of indicators of attainment of the result for the three-year period, in 2015, 23 indicators showed progress, 12 were not achieved, while 36 indicators were not intended to be measured in 2015 (out of the 47 results in total, 5 results were due by 2015: 1.3.3, 1.4.1, 2.3.2, 3.1.1 and 3.3.1.). Of these 5 results, one was fully implemented (Public Finance Reform Programme has been adopted), one was partially implemented, while 3 were not implemented. Of the 107 activities planned for 2015, 37% were fully implemented, 23% were partially implemented, while 40% were not implemented.

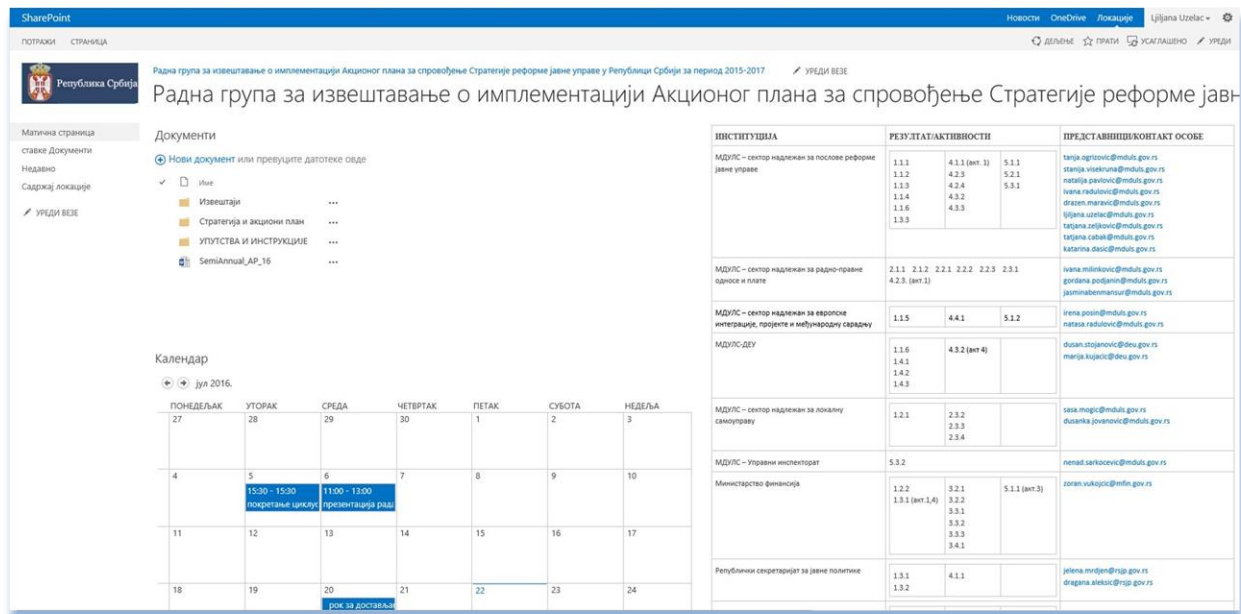
Reporting timeframe	MPALSG sends templates and instructions to contact persons	Contact persons enter data online and submit completed tables and the report to MPALSG	MPALSG finalises and publishes the report	The report is submitted to all coordination levels
Semi-annual report	by 5 July	by 20 July	by 15 August	In accordance with the time schedule of the meetings
Annual report	by 10 January	by 1 February	by 1 March	In accordance with the time schedule of the meetings

Table 1: Time schedule of semi-annual and annual reporting process

According to the Reports, the most common reasons for deviation from the plan include insufficiency capacities, length and scope of consultations, the need to define the scope of reform (definitions of the public sector and public administration), frequent re-prioritisation of activities or merging of activities, the need for better planning of public policies and the need for improved coordination, which should be taken into account in particular in the next AP PAR planning cycle. The monitoring and reporting system should use reports as an early warning system, to ensure timely reaction to attain the plans that have been set.

⁵ World Bank indicators: <http://info.worldbank.org/governance/wgi/index.aspx#doc> and <http://data.worldbank.org/data-catalog/worldwide-governance-indicators>

For the purpose of semi-annual reporting on AP PAR implementation in 2016, in an effort to ensure increased transparency in the reporting process, better accessibility of reports and accuracy of original data entries, while also bearing in mind the need to expedite and simplify the reporting process through direct online compiling of specific reports as a single document, the MPALSG has initiated an online reporting process based on a Microsoft SharePoint collaboration service, for which all members of the Interministerial Project Group have accounts (in accordance with the Action Plan, which specifies that contact points for reporting would be deputy members of the Interministerial Project Group).



Picture 1: Working Group's homepage on the Microsoft SharePoint collaboration service

The reporting tool of choice previously used in this process was a MS Excel spreadsheet; however, in order to simplify the reporting process, the tables were available in a MS Word document, which has been the format of choice for the Report. The civil servants in charge of monitoring the implementation of the AP PAR within relevant authorities were expected to fill in the appropriate column the aggregate data relevant for successful implementation of the public administration reform. Only those contact points who are in charge of coordination and reporting have the privileges to edit documents and enter aggregate reports, while other members have reading privileges; however, in this process it was important to ensure that the entire monitoring and reporting process is sufficiently transparent and inclusive for all members who would be in charge of decision-making in respect of this process (the total number of persons with privileges for the Working Group's Portal is 85, which includes representatives of the civil society organisations who participate in the Interministerial Project Group and can respond at any time to any information posed by state administration bodies).

The homepage contains all documents generated in the reporting process so far (reports, PAR Strategy, AP PAR, Reporting Instructions and User Manual for the Portal), as well as a reporting calendar and a table specifying the powers assigned for the specific period. In accordance with the established time schedule, on 5 July 2016 the MPALSG sent an invitation for the beginning of the monitoring period and held a workshop to train all persons who had reporting activities in this period on how to use the Portal. The authorities were

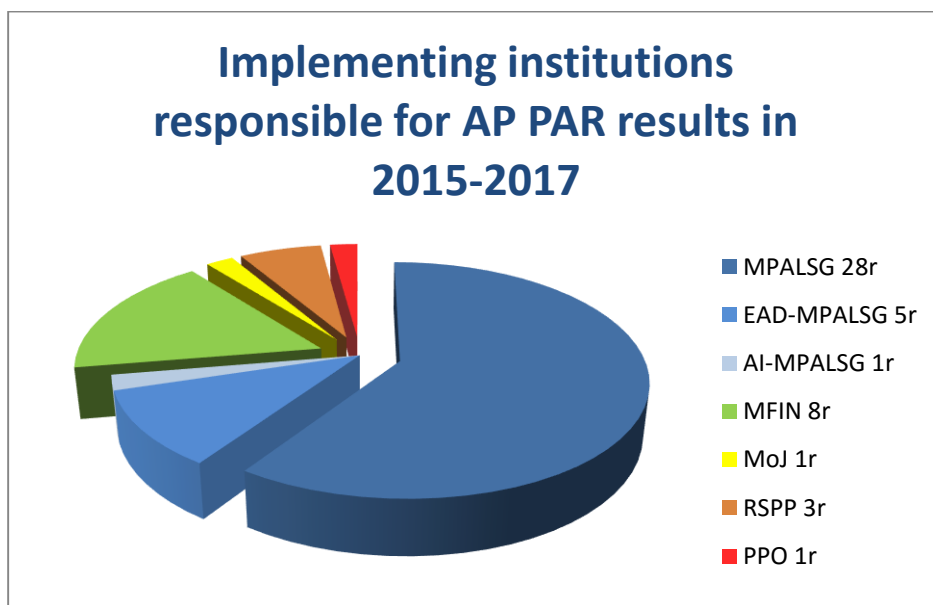
required to submit their individual reports by 20 July 2016, while the aggregate report is due by 15 August 2016. The individual reports submitted and entered by state authorities are aggregated in Annex 1 to this document.

* * *

The AP PAR template defines **5 specific goals, 19 measures, 47 results, and 86 indicators** both for results and for specific objectives/overall objective, out of which 24 indicators were taken over from the SIGMA “Public Administration Principles” (actually, the total number of indicators is 88, but two indicators are performance indicators for different results/goals and appear twice).

It is specified in the Action Plan that 19 measures within the specific results are based primarily on the headings included in the PAR strategy under specific objectives, which means they are “subheadings” in a document which groups together coherent and interrelated results. In other words, these measures do not have specific indicators assigned to them, since it would not be cost-effective to develop indicators at four different levels, and they are not directly monitored in this report.

Of the 47 results in total included in the AP PAR template, the Ministry of Public Administration and Local Self-Government is the implementing institution responsible for 34 results, or 28 results excluding its subordinated bodies (the Administrative Inspectorate is the implementing institution responsible for 1 result, while the Electronic Administration Directorate is responsible for 5 results). The Ministry of Finance is responsible for achieving 8 results, the Ministry of Justice is responsible for achieving 1 result, the Republic Secretariat for Public Policies is responsible for achieving 3 results, while the Public Procurement Office is responsible for achieving 1 result.



Graph 1: Graphic representation of the implementing institutions responsible for AP PAR results

Of the **223 activities** in total in the Action Plan for the period 2015-2017, status reports for the past period have been requested for **119 activities**. Of that number, the estimated timeframe for completion for **32 activities** was **the first half of 2016** (Q1 and Q2 2016), while **64 activities** were scheduled for completion in

different quarters of 2015, but the monitoring of their implementation continued into 2016 because they had not been completed by their due dates. Furthermore, out of the total number of observed activities (119), **23 activities are implemented continually** and are subject to monitoring in all years.

In respect of a certain number of activities (12 activities under the AP PAR relating to the first half of 2016), the planned implementation timeframes were scheduled differently in other action plans which were adopted by the Government in the meantime, such as the Action Plan for Chapter 23⁶ adopted in the session of the Serbian Government held on 27 April 2016, the Economic Reform Programme for the Period 2016-2018 (ERP)⁷ adopted by the Serbian Government on 3 March 2016 and the Public Finance Management Reform Programme 2016-2020⁸ adopted by the Serbian Government on 28 November 2015 and supplemented on 25 December 2015. In accordance with the commitment stated in the AP PAR to harmonise all public policy documents, the aggregate statistics will not include certain activities because the timeframe for their implementation has been moved forward to a different implementation period (notwithstanding the fact that individual reports included questions concerning the progress made in the specific fields). For example, in the Action Plan for Chapter 23, activity 2.2.5.2 - *Adopt amendments to Law on Free Access to Information of Public Importance based on analysis of implementation of Law on Free Access to Information of Public Importance to date, in accordance with the Resolution of the National Assembly for 2014*, shifts the timeframe for activities 5.1.1.2 and 5.3.1.6 under the AP PAR from Q4 2015 to Q4 2016.

Activity 2.2.3.4 in the Action Plan for Chapter 23 - *Conduct a needs analysis taking into account implementation of existing norms on regulation of legal framework for prevention of conflicts of interest in public administration*, moves the timeframe for activity 5.2.1.1 under the AP PAR forward to Q4 2016.

Furthermore, in the same Action Plan, the activity *Amending the Law on the Anti-Corruption Agency in order to strengthen competencies, entrusted to Agency, in relation to monitoring of implementation of the provisions concerning: conflicts of interests, verification and cross-checking of information from assets declaration which have been delivered by the judicial office holders*, moves the timeframe for activity 5.3.1.7 under the AP PAR forward from Q4 2015 to Q3 2016.

Under the Action Plan for Chapter 23, activity 2.2.11.2 - *Amend the Law on State Administration as it pertains to transparency and cooperation with civil society organizations and other relevant legislation for the purpose of alignment of the standards of cooperation between state authorities and civil society with the Council of Europe standards and United Nations Convention against corruption in accordance with the performed analysis of deficiencies*, moves the timeframe for activity 5.1.2.3 under the AP PAR forward from Q4 2015 to Q4 2016.

Under the Action Plan for Chapter 23, activities 3.2.1.2. *Provide office space for adequate long-term placement of the Protector of Citizens* and 3.2.1.3. *Amend and supplement the Law on the Protector of Citizens to strengthen the independence and increase efficiency of the Protector of Citizens, in particular in his capacity as the National Preventive Mechanism*, moves the timeframe for activities 5.3.1.1 and 5.3.1.2

⁶ The original text of the Action Plan for Chapter 23 is available on the website of the Ministry of Justice, both in Serbian and in English (accessed on 25 July 2016): <http://www.mpravde.gov.rs/tekst/12647/akcioni-plan-za-pregovaranje-poglavlja-23-usvojen-na-sednici-vlade-srbije-27-aprila-2016.php>

⁷ Economic Reform Programme (ERP) for the Period 2016-2018, available on the website of the Ministry of Finance (accessed on 25 July 2016) in Serbian: http://www.mfin.gov.rs/UserFiles/File/dokumenti/2016/ERP-2016_sr.pdf and in English: http://www.mfin.gov.rs/UserFiles/File/dokumenti/2016/ERP-2016_en.pdf

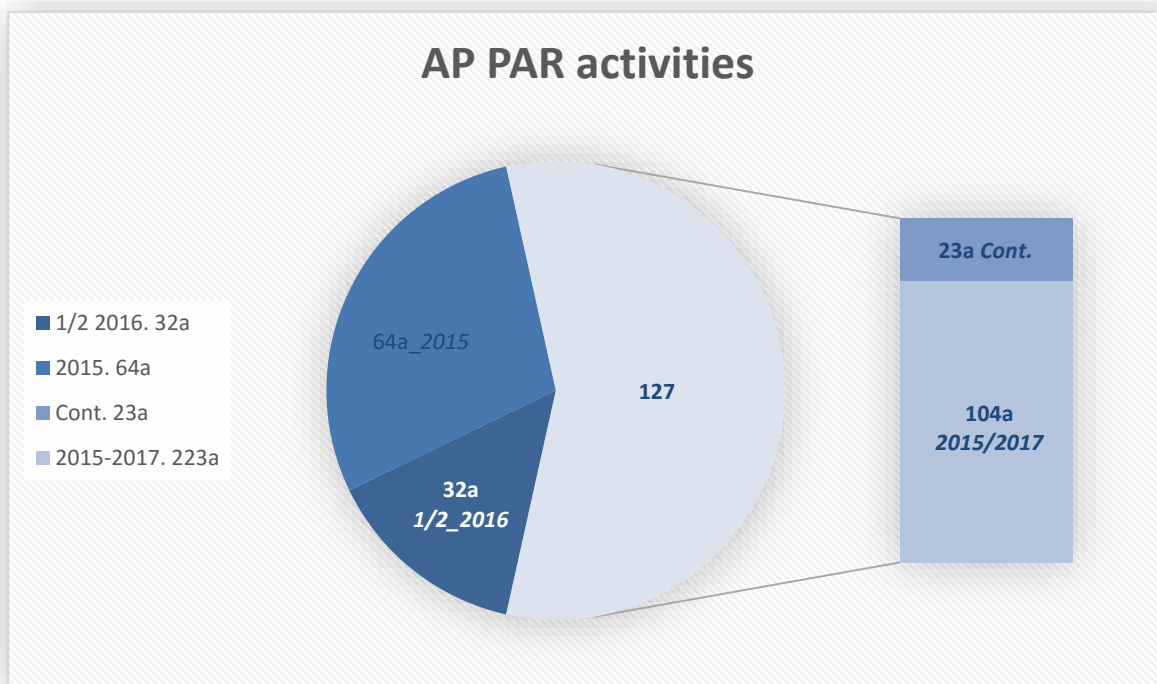
⁸ Public Finance Management Reform Programme 2016-2020, available on the website of the Ministry of Finance (accessed on 25 July 2016), in Serbian: <http://www.mfin.gov.rs/UserFiles/File/dokumenti/2016/Program%20reform%20upravljanja%20javnim%20finansijama%202016-2020%20SR.PDF> and in English: <http://www.mfin.gov.rs/UserFiles/File/dokumenti/2016/Public%20Financial%20Management%20Reform%20Program%202016-2010%20EN.PDF>

under the AP PAR forward from Q3 2015 to Q4 2016 and also moves forward the timeframe for activities 4.2.4.2 and 4.2.4.3 under the AP PAR, since they pertain to amendments to the Law on the Protector of Citizens.

In the Economic Reform Programme for the Period 2016-2018 (ERP), under the heading *Priority Structural Reform 2: Improved Management of Capital Investments*, the activity *Conduct a pilot phase of the assessment of capital projects by budget beneficiaries and the Ministry of Finance* is scheduled to be implemented from Q4 2016 to Q1 2017, while the activity *Rate capital projects by budget beneficiaries and the Ministry of Finance* is scheduled for implementation from Q2 2017 to Q5 2018, which moves forward the timeframe for implementation of activity 3.2.2.1 under the AP PAR, which was scheduled for Q3 2015. The Public Finance Management Reform Programme 2016-2020 moves forward the timeframe for these activities through Result 4.1: *A single platform for capital projects planning and methodology for public investment analysis and planning established*, activity: *Evaluation of proposed public investment projects by budget beneficiaries and drafting an implementation plan*, for which the scheduled timeframe is Q4 2016.

Activity 3.2.2.2 under the AP PAR, which had been scheduled for Q3 2016, has been delayed due to the activity *Monitoring the implementation of approved capital projects and proposing measures to improve the planning and implementation of public investment project* under the Public Finance Management Reform Programme 2016-2020, and the new timeframe for implementation is Q2 2017.

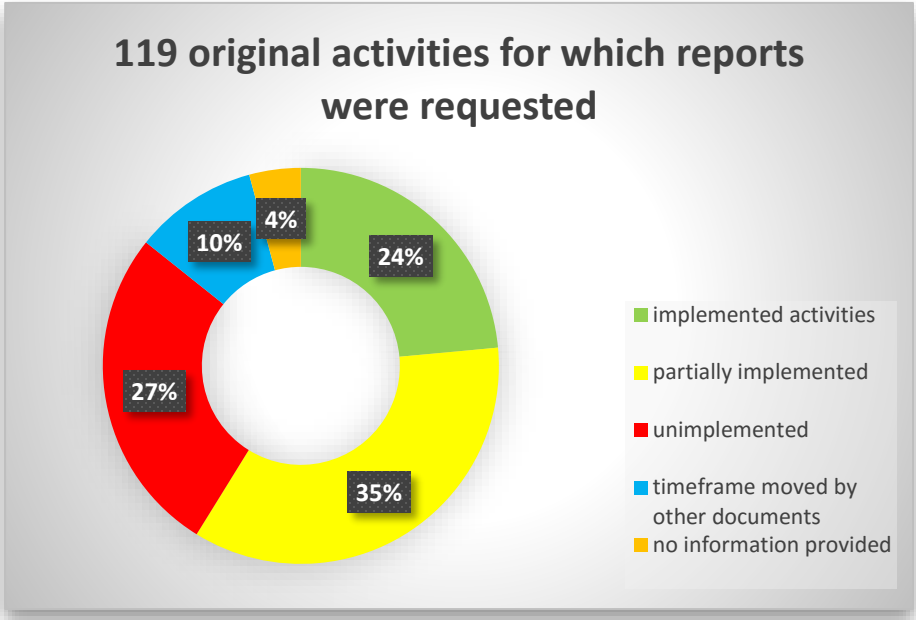
Under the same Programme, Result 11.3: *Improved capacities of the Central Harmonisation Unit (CHU) / Activity: Conducting a functional review of the CHU in order to improve its organizational, technical and administrative capacities in order to raise its functionality for implementing all the defined activities which fall within its scope of competence*, moves the timeframe for AP PAR activities 3.3.2.1 and 3.3.3.1 forward from Q4 2015 to Q4 2016.



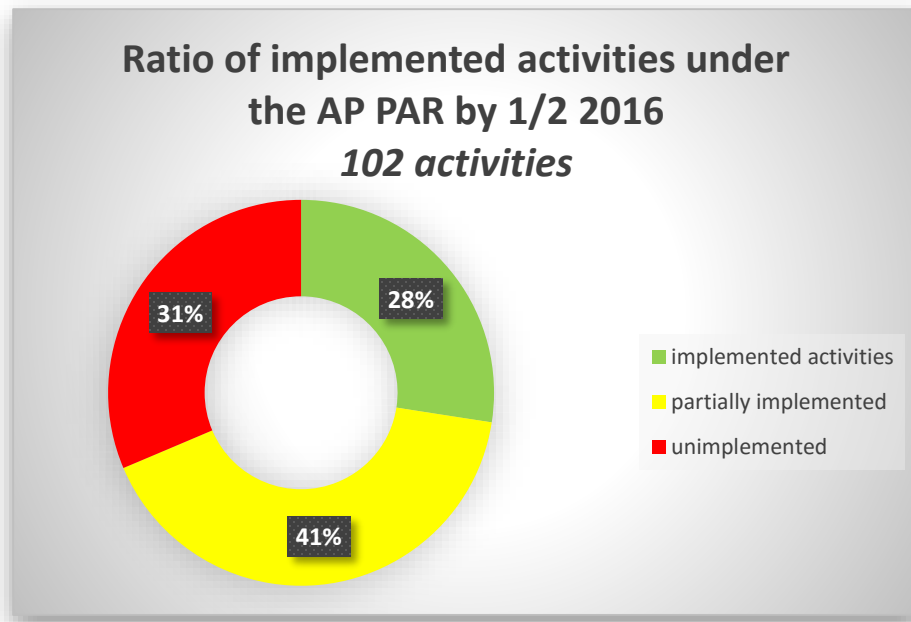
Graph 2: Graphic representation of the number of activities planned for the first half of 2016 relative to the total number of activities envisaged under the AP PAR for the period 2015-2017

In accordance with the AP PAR, semi-annual reports focus more on direct results of the implemented activities, while annual reports also monitor higher-level information (outcome indicators) and summarise the results of all implemented activities to obtain information on what has been achieved on a larger scale. In this report, the status of specific activities will be shown as one of three possible levels (each represented by a different colour), depending on whether they are fully implemented (green), partially implemented (yellow) or unimplemented (red). A fully implemented activity is an activity that is implemented as defined in the Action Plan. A partially implemented activity is an activity that is more than 50% completed. An unimplemented activity is an activity that is less than 50% implemented. If an activity is marked orange, it means that no report was submitted in respect of the relevant activity, while blue colour means that the timeframe for the activity in question has been moved forward by another strategic document and it is therefore not included in the aggregate statistics of the activities implemented during the relevant period.

Of the **119** activities monitored until the second half of 2016, **28** activities were fully implemented, **42** activities were partially implemented, **32** activities were unimplemented, the requested information was not provided for **5** activities and for **12** activities the timeframes were move forward into the future by other strategic documents. The aggregate reports will present **102 activities** as the total number of activities under observation.

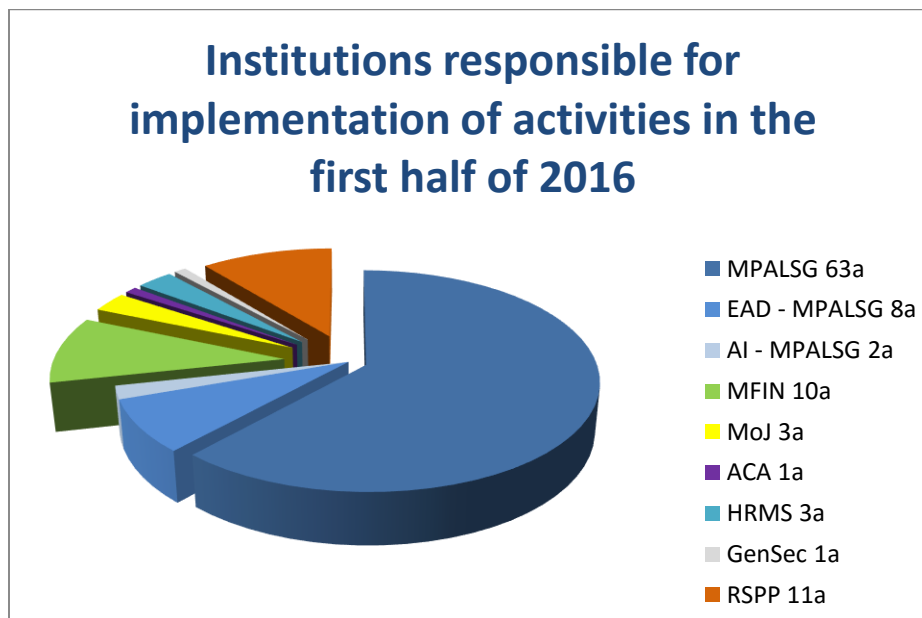


Graph 3: Graphic representation of all activities for which reports were requested until the middle of 2016



Graph 4: Graphic representation of implemented activities by 1/2 2016

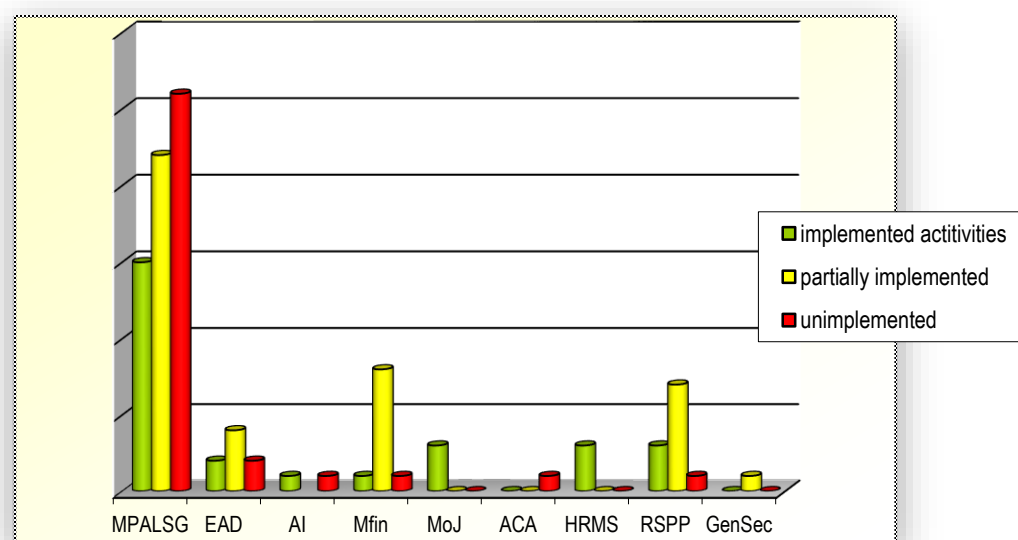
With regard to the 102 activities monitored in the first half of 2016, the Ministry of Public Administration and Local Self-Government is the implementing institution responsible for 73 activities, or 63 activities without its subordinate bodies (the Electronic Administration Directorate is responsible for 8 activities, while the Administrative Inspectorate is responsible for 2 activities). The Ministry of Finance is responsible for implementing 10 activities, the Ministry of Justice is responsible for implementing 3 activities, the Anti-Corruption Agency for 1 activity, the General Secretariat is responsible for 1 activity, the Republic Secretariat for Public Policies is responsible for 11 activities and the Human Resource Management Service is responsible for 3 activities.



Graph 5: Graphic representation of institutions responsible for implementation of activities in the first half of 2016

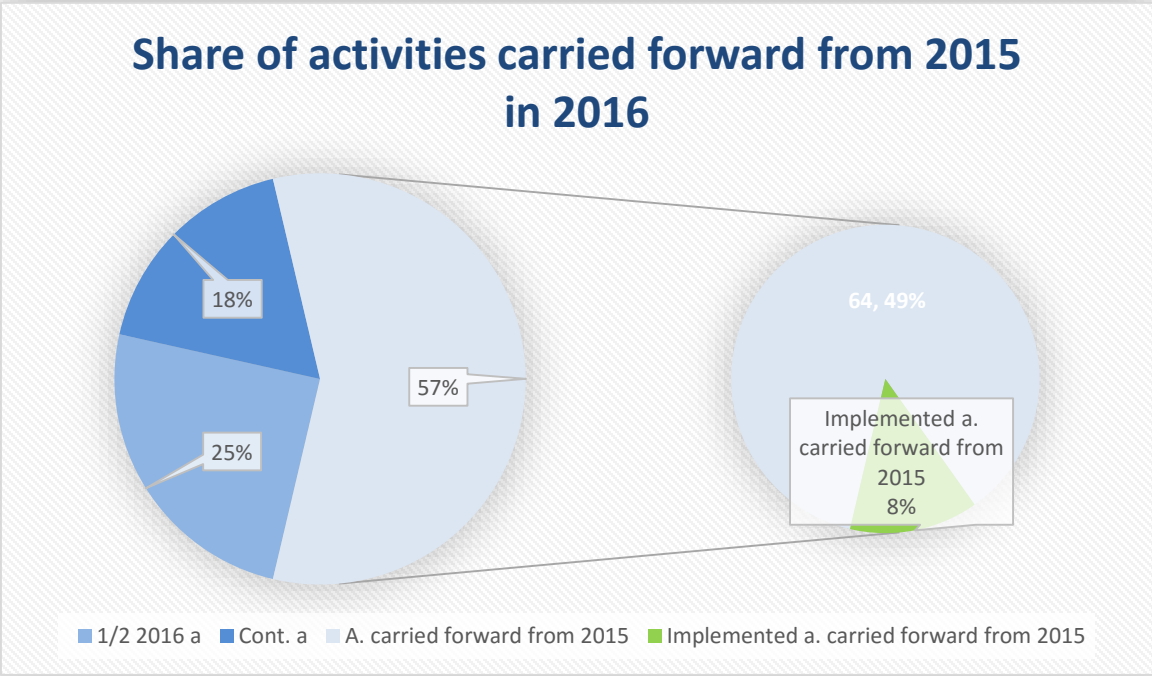
No.	State administration body	Total number of activities in 2015	Implemented	Partially implemented	Unimplemented
1.	Ministry of Public Administration and Local Self-Government (with the Electronic Administration Directorate and the Administrative Inspectorate as its subordinate bodies)	73	18	26	29
	Ministry of Public Administration and Local Self-Government	63	15	22	26
	Electronic Administration Directorate	8	2	4	2
	Administrative Inspectorate	2	1		1
2.	Ministry of Finance	10	1	8	1
3.	Ministry of Justice	3	3		
4.	Anti-Corruption Agency	1			1
5.	Republic Secretariat for Public Policies	11	3	7	1
6.	General Secretariat	1		1	
7.	Human Resource Management Service	3	3		
	Total:	102	28	42	32
	Percentage:	100%	28%	41%	31%

Table 2: Overview of the total number of activities and the status of their implementation by responsible institutions



Graph 6: Graphic representation of implemented activities by responsible institutions under the AP PAR in the first half of 2016

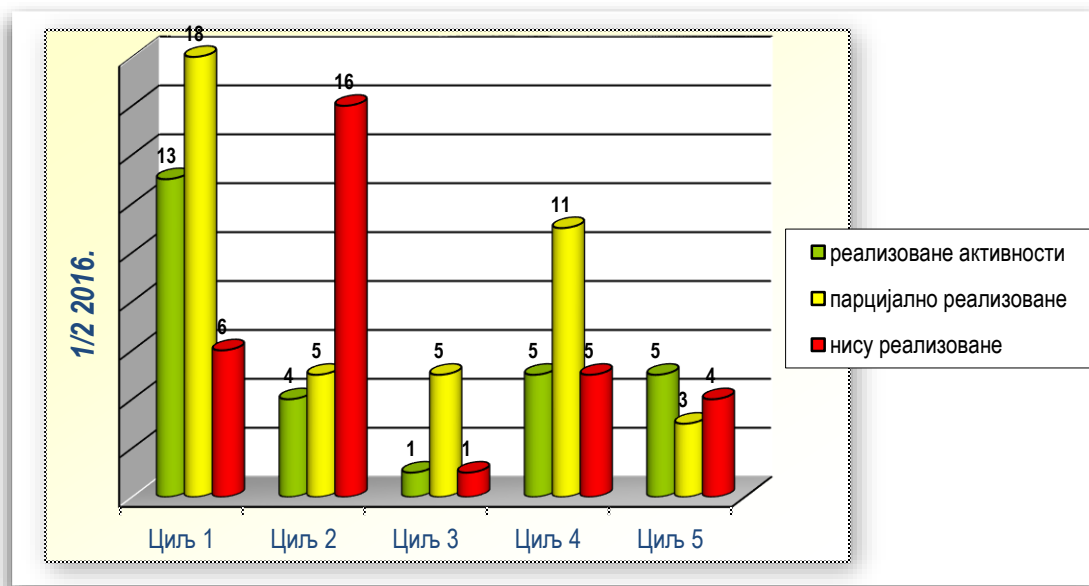
In total, 64 activities had not been implemented in 2015 and were carried forward to 2016. of this total number, 10 activities have been implemented in 2016, 24 have been partially implemented, 16 have not been implemented, no reports have been received in respect of 4 activities, while the timeframes for 10 activities have been extended by other strategic documents.



Graph 7: Graphic representation of implemented activities by responsible institutions under the AP PAR in the first half of 2016

II KEY ACHIEVEMENTS BY OBJECTIVES

With regard to the five objectives under the **First Objective: Improve the organisational and functional subsystems of public administration**.



Graph 8: Graphic representation of implemented activities by each of the specific objectives under the AP PAR in the observed period by the end of Q2 2016

Indeed, of the **38** activities under the **First Objective**, **13** have been implemented, **18** have been partially implemented, **while 6** activities have not been implemented and no information was provided in respect of **1** activity. Of those 38 activities, 23 are activities carried forward from the previous period which were due for completion in 2015 (and of those 23, 6 have been implemented, 15 have been partially implemented, 1 has not been implemented and no information has been provided in respect of 1 activity).

Public administration reform is one of the main elements of structural reforms in the public sector, in an effort to achieve long-term sustainability of public finance and establish a sound business environment. To ensure better organisation of public administration and improve the quality of services, while also taking into account the constraints imposed by fiscal consolidation, several processes have been implemented in parallel in the past 6 months:

I. The rightsizing process for the purposes of fiscal consolidation (stage I in the PA Optimisation Programme), which involves the following main activities:

-Application of the Decision on the Maximum Number of Employees in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments for 2015, which was passed by the Government on 2 December 2015, through:

- reorganisation and
 - rationalisation of public administration,
- Establishment of a monitoring and follow-up system for implementation of the Decision,

- Conducting an independent evaluation of the overall optimisation process.

II. The optimisation and modernisation process (stage II of the PA Optimisation Programme), which includes the following activities:

- Conducting functional analyses,
- Defining recommendations for reorganisation and modernisation to increase efficiency and quality of services,
- Development of an AP for implementation of the recommendations.

Within the framework of implementation of the Decision on the Maximum Number of Employees in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments for 2015 as it pertains to reorganisation, amendments have been made to internal organisation and job classification bylaws (based on the Follow-up Report on Rationalisation in the third reporting period in 2016; the amendments were due by 18 May 2016) in respect of:

- 794 organisational forms (including 7 special organisations and Ministries with organisational forms within their respective spheres of competence (other than education)), as well as
- 1,607 organisational forms in the field of education (based on data provided by the Ministry of Education).

These figures do not include local self-government units and the Autonomous Province of Vojvodina.

As part of the rationalisation process, instructions for application of the Law on the Manner of Determining the Maximum Number of Employees in the Public Sector have been prepared, the Regulation on Classification of Posts and Criteria for Job Descriptions for Civil Servants has been amended, a monitoring and reporting system for the rationalisation process has been established, an internal team tasked with monitoring the rationalisation process has been formed, reporting rules (Instructions) have been developed, a mechanism for information gathering and reporting has been established and 3 reporting cycles have been completed – the first was completed in January 2016, the second in February 2016 and the third in April 2016; these reporting and monitoring periods were set to match the IMF missions. The rationalisation cut the number of employees across the entire public sector by 16,130. This reduction includes cuts due to rationalisation, retirement and cuts on other grounds, as well as new employment. It should be noted that the anticipated employment reduction in indefinite employment based on the arrangement agreed with the IMF was 14,512 employees.

As regards the outsourcing of monitoring activities, a public call for bids was announced in accordance with the Law on Public Procurement and an external evaluator was hired (Centre for Investment and Finance – CIF). The evaluator was required to submit a report on implementation of the Law and the Decision determining the Maximum Number of Employees within six months. In the period February-August 2016, CIF was tasked with monitoring, analysing and notifying the stakeholders and the general public on the implementation of the rationalisation process. The results of this work are only partially available at <http://www.pracenjereformi.info/>.

Stage II of the PA Optimisation Programme included the completion of the first stage of horizontal functional analysis of 94 central government institutions and a functional analysis of the portfolio of the Ministry of Finance. Reports with recommendations are currently being finalised and draft Action Plans on implementation of the recommendations are currently being prepared. A preliminary functional analysis of the provision of services in the fields of health, education and social security has been conducted, preliminary findings have been prepared and a methodology for vertical functional analysis of the Ministry of Agriculture and Environment Protection has been developed and harmonised.

The horizontal functional analysis has identified all organisational forms, which will be categorised into six types of institutions. The following has been identified: functions broken down by all types of organisational forms, job classification, number of employees, staffing levels of the scheduled posts and the share of employees by functions and by management levels. The horizontal FA has produced a cost-benefit analysis tool which will support the decision-making process. Inputs for optimistic and pessimistic transformation scenarios have been defined on the basis of the horizontal FA. This tool will be used in the preparation of the negotiation process for passing the Decision determining the Maximum Number of Employees in 2016. A methodology for stage II of the horizontal functional analysis has been developed and adopted. Component 1 (task 1 methodology) included an analysis of the regulatory framework and of good and bad practices of organisational rules, an internal comparison, an analysis of comparable international practices, especially practices in comparable EU Member States and a presentation of key findings and recommendations for systemic improvements in the typology of authorities and for increased efficiency of organisation and management. Drafting of an action plan on implementation of the recommendations is currently underway.

To include the general public and stakeholders in the consultative process of determining the directions for key reforms of public services, approaches, policies and behaviour in the priority areas of public administration, namely state administration, local self-government, health care, education, judiciary and financial discipline, the MPALSG cooperated with the Centre for Applied European Studies and, with the support of the Open Society Fund, implemented the project *A State Tailored to its Citizens – What Kind of a State do we want in the Future?* from February to June 2016. There were 6 planned expert meetings with the most relevant experts in the fields of: local self-government, state administration, health care, education, judiciary and financial discipline. Finalisation of a vision document, with findings and recommendations from the expert meetings, is currently underway. The aim was to establish dialogue between key stakeholders and to facilitate reaching a consensus on “change driven by citizens’ needs”, while ensuring that the existing human, structural and financial resources are used cost-efficiently and sustainably. The results of this project are an important part of the reform process and visioning of public administration and provide a baseline for the establishment of a continual process of active involvement of stakeholders in addressing key issues of public interest. The entire process can be followed at: <http://www.mduls.gov.rs/zajedno-u-promene.php>

Activities undertaken under the First Objective also included those aimed at improving the planning process in state administration bodies: the RSPP prepared a proposal for a package of regulations, which includes a working draft of the Law on Planning System in the RS and two supporting regulations – the Regulation on Medium-Term Planning and the Regulation on Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents, which will regulate the planning system in Serbia and management of the public policy system. In parallel with the development of this package of regulations, the RSPP has been working on establishing a strategic framework for the public policy management system and regulatory reform and, after months of stakeholder consultations and a public debate, it prepared the Strategy of Regulatory Reform and Improvement of the Public Policy Management System for the Period 2016-2020, as well as the Action Plan for its implementation in 2016-2017, both of which were adopted in January 2016. The main goal of the Strategy is to carry out a comprehensive reform of the public policy management system (planning, analysis, designing, passing, implementation monitoring, valuation and coordination of public policies) by 2020, as well as to continually implement regulatory reform mechanisms in order to improve the quality of regulations and instruments of public policy implementation, which in turn would improve the quality of those public policies. Furthermore, the RSPP has initiated the formation of a Project Group comprised of representatives of the Ministry of Finance, the Government's General Secretariat, the Republic Secretariat for Legislation, the Serbian European Integration Office and the RSPP, with the aim of developing instruments which would regulate the public policy management system and establish an integrated planning and budgeting system, which in turn would clarify the roles of the key institutions of the “core Government” in the planning system.

Electronic services based on the Central Registry of Compulsory Social Insurance and the Registry of Registry Records have been established for the registration of new-born babies and enrolment of children in preschool institutions (as well as for issuing of certificates that children are not enrolled in such institutions).

As regards the **Second Objective: *Establishing a balanced, merit-based public service system and improving HR management***, of the **25** planned activities, **4** have been implemented, **5** have been partially implemented, while **16** activities have not been implemented. Of the 25 activities, 19 are activities carried forward from the previous period which were due for completion in 2015 (and of those 19, 3 have been implemented, 4 have been partially implemented, 12 have not been implemented).

Regarding result 2.1.1 - *Coordinated labour-law status of employees in all areas of public administration, with the goal of strengthening of implementation of principles of de-politicisation and professionalization, i.e. establishment of a merit-based system*, an analysis has been conducted of the positive regulations which govern the labour law status of employees in all parts of public administration in the Republic of Serbia, with recommendations for establishing a harmonised labour law status of employees in public administration. A Decision was passed and a Special Working Group was formed on 5 May 2016 to propose recruitment and staff retention measures for the state administration system. The Working Group comprises representatives of 10 institutions and has so far held one meeting.

The Law on Employees in Autonomous Provinces and Local Self-Government Units (Official Gazette of RS No. 21/16) was enacted in March 2016. This Law is the first legislative text to comprehensively regulate the employment system in Autonomous Provinces and local self-government units, with the aim of establishing the basic principles of the civil service system based on the standards accepted in modern comparable legal systems, thus providing the main assumption for full professionalization and depoliticization of staff in Autonomous Provinces and local self-government units. For the purpose of implementing this Law, a draft Regulation on the Criteria for Job Classification and the Criteria for Job Description for Civil Servants in Autonomous Provinces and Local Self-Government Units is currently being drafted (which will focus in particular on the requirement to know the languages and scripts of national minorities as a specific requirement for certain posts); another instrument currently being drafted for this purpose is the proposal of the Regulation on Internal and Public Job Announcements in Autonomous Provinces and Local Self-Government Units which will regulate in detail the procedure for internal and public job announcements, with specific requirements in terms of qualifications, knowledge and skills which will be evaluated in the recruitment process, the manner in which they will be verified and the criteria for appointment.

As regards result 2.3.1 – *System fundamentals for the general training of employees in public administration bodies and organisations established*, the process of preparation and formation of the Central Training Institution has seen the initiation of certain activities in order to lay the foundations for statutory regulation of the said institution: a Decision was passed and on 4 April 2016 a Special Working Group for drafting the Law on Formation of the Central Training Institution in Public Administration. With the support of this Working Group and the UK Government's project *Towards a Central Training Institution for Public Servants* through the Good Governance Fund, an analysis has been performed of human resource management in Serbian public administration, which produced the concept document *Establishing a Central Training Institution for Public Administration in the Republic of Serbia* and a blueprint for the National Training Academy for Public Servants titled *Proposals of Priority Training Programmes*. Furthermore, a model Law on the National Training Academy for Public Servants, with an explanatory document, has been prepared as a blueprint for the draft law which would govern the formation of the central training institution and other issues relevant for its work. The future Law on the National Training Academy for Public Servants is necessary to be agreed and harmonised with all relevant institutions including the Office for European Integration considering the jurisdiction of the Office for the coordination and implementation of the trainings in the EU filed.

Activities are currently underway to develop a uniform regulatory framework for the salary system in public administration through the establishment of a coordinated salary system based on the principles of transparency, fairness and “equal pay for work of equal value.” The Law on Salary System in the Public Sector (Official Gazette of RS No. 18/16) came into force on 9 March 2016 and will take effect as from 1 January 2017, or 1 January 2018 with respect to police officers and members of the Serbian Armed Forces. In accordance with this Law, special laws must be enacted by the end of 2016 to regulate in detail the salaries and other emoluments of employees in public services, state authorities, authorities of autonomous provinces and local self-government units and public agencies. In parallel with this, an extensive process of developing a Catalogue of Job Posts in the Public Sector is underway in order to catalogue and describe all jobs in the entire public sector. A third draft of the Catalogue of Job Posts has been prepared and is expected to be adopted in September 2016. Once the Catalogue of Job Posts and Titles in the Public Sector has been developed, it will be possible to progress to the next stage, in which all public sector jobs will be evaluated in order to determine their interrelations. On the basis of the said Draft Catalogue, the Regulation on the Codebook of Job Posts has been passed (*Official Gazette of RS No. 12/16*), setting out the codes of job posts which public fund beneficiaries will use to enter information on the job posts of employed, elected, appointed and designated persons in the Registry of Employees and Elected, Appointed and Hired Persons at Beneficiaries of Public Funds.

As regards the **Third Objective: Improvement of public finance and public procurement management**, of the **10** planned activities, **1** has been implemented, **5** have been partially implemented, **1** has not been implemented, while for **3** activities the timeframes have been extended by other strategic documents. Of the 10 activities, 6 are activities carried forward from the previous period which were due for completion in 2015 (and of those 6, 2 have been partially implemented, 1 has not been implemented, while for 3 activities the timeframes have been extended by other strategic documents).

The Public Finance Management Reform Programme 2016-2020 was adopted by the Serbian Government on 28 November 2015 and supplemented on 25 December 2015. The Programme encompasses six broad areas of action/pillars: 1. Sustainable Medium Term Macro-fiscal and Budgetary Framework; 2. Planning and Budgeting of Public Expenditures; 3. Efficient and Effective Budget Execution; 4. Effective Financial Control; 5. Accounting, Monitoring and Financial Reporting and 6. External Scrutiny of Public Finance.

Public finance management reform is acknowledged as one of the key pillars of the Public Administration Reform in the Republic of Serbia and is as such, embedded in the PAR Strategy and the Action Plan on Implementation of PAR Strategy 2015 – 2017. Key actions in areas of Budget Planning and Preparation, Financial Control and Public Procurement have been further articulated under the third objective of the PAR Action Plan, which was adopted by the Government of the Republic of Serbia in March 2015. The current Program complements the PAR Strategy by further detailing objectives and activities within the PFM pillars, whilst it represents a PAR Action Plan activity itself, at the same time. It also set the strategic framework for the Public Internal Financial Control Policy Paper, in line with the EU accession requirements addressed in negotiation related documents in connection to Chapter 32 on Financial Control.

Implementation of the Programme is monitored by the Working Group for Preparation and Monitoring of Implementation of the Public Finance Management Reform Programme and the Steering Committee chaired by the Minister of Finance. Among other things, this document was one of the preconditions for the approval of Sectoral Budget Support for the sector public administration reform under IPA 2015 funds for the period 2016-2018, in the amount of EUR 80 million.

Implementation of the activities envisaged by the Programme has begun and preparation of the first semi-annual report on implementation of the activities under the Action Plan, which is incorporated in the Programme, is currently underway. The Programme is scheduled for a revision by the end of the year in

order to improve its indicators and the financial framework for its Action Plan, as well as to facilitate monitoring of its implementation.

As regards the **Fourth Objective: *Strengthening legal certainty and improving business environment and the quality of providing public services***, of the **24** planned activities, **5** have been implemented, **11** have been partially implemented, **5** activities have not been implemented, no information has been provided in respect of 1 activity, while for **2** activities the timeframes have been extended by other strategic documents. Of the 24 activities, 5 are activities carried forward from the previous period which were due for completion in 2015 (and of those 5, 1 has been implemented, 1 have been partially implemented, 1 has not been implemented and for 2 activities the timeframes have been extended by other strategic documents).

Within the framework of this objective, the Law on General Administrative Procedure has been enacted (*Official Gazette of RS No. 18/16*); it came into force on 9 March 2016 and will take effect as from 1 June 2017, except for Articles 9, 103 and 207, which will take effect after 90 days of the day when the Law came into force, i.e. on 8 June 2016. The ultimate goal of the new Law on General Administrative Procedure is to bring about to a systemic shift in the work of the entire public administration towards a modern and efficient service for citizens and businesses, focused on their interests and needs. The Law expands the scope of the current Law on General Administrative Procedure to include administrative matters which, in addition to an administrative instrument, include also guarantee instruments, administrative agreements, administrative actions and provision of public services. It introduces the new principles of proportionality, legality and predictability, the principle of providing assistance to concerned parties and the principle of freedom of information and data protection. It introduces new rules on communication between authorities and concerned parties in the procedure (in particular rules on electronic communication). It introduces a new system of notification and service of writs. It amends and supplements the special cases of removal of administrative instruments. It creates legal assumptions for the passing of guarantee instruments. It provides for a “one-stop-shop” arrangement for service provision. It also sets out the principles for initiation of the procedures, imposition of injunctions etc. Moreover, the new Law in many cases provides for the passing of tax decisions instead of resolutions.

As a result of the provisions governing the exchange of data contained in official records (e.g. registries of births, marriages and deaths, registry of nationals, records of residential addresses, real estate cadastre, records of economic operators, records of employment or unemployment status etc.), which came into force on 8 June 2016, citizens are no longer required to obtain documents containing such information from the authorities; instead, the data will be retrieved directly through official communication between authorities. Although efforts are underway to develop future solutions for fully electronic data exchange, at the moment the duty to exchange data is not fully implemented through e-government and instead takes place through conventional channels (e.g. regular mail).

As regards monitoring and improving data exchange, in addition to the fact that local self-government units provide the MPALSG on a weekly basis with reports on certain aspects of such exchange, in April 2016 a Working Group was formed and tasked with formulating recommendations for the establishment and improvement of mechanisms for exchanging information contained in official records in accordance with the Law on General Administrative Procedure. The Working Group has so far held 10 meetings and has additionally promoted its work through conferences, events or visits to LSGUs in order to introduce them to the new provisions of the Law. To ensure active participation of citizens in the scrutiny of implementation of public policies and active communication between citizens and institutions, a website titled “Good Governance” has been launched at www.dobrauprava.rs in order to provide citizens with information on the progress of the public administration reform process and the mandatory exchange of data contained in official records. A brief cartoon has also been produced in order to inform the public in an interesting, illustrative and comprehensible way of the ongoing changes in the public administration. This cartoon has been posted on

the MPALSG's YouTube account since 21 July (<https://www.youtube.com/channel/UC1bE6tBH-rppor6T9IIBuXw>). The website "Good Governance" is designed as an interactive portal where citizens can find information on their rights in administrative procedures in terms of exchange of data contained in official records, learn more about the system of work of public administration institutions and to become actively involved in the scrutiny of public administration, and thus also of its overall reform, by filling out a questionnaire or by sending mail to the MPALSG.

As regards monitoring of compliance with the obligations under the Law on Inspection, the results of conducted inspections of unregistered entities are presented in the data obtained from the Business Registers Agency. According to the data of the Business Registers Agency, the number of newly-registered sole traders in the first six months (January-June 2016) was 18,299. The total number of newly-registered sole traders in the period since the effective date of the Law (August 2015-June 2016) was 33,932, which was a year-on-year increase by 22.9% compared to August 2014-June 2015, when this figure was 27,614. In the past two months (May and June 2016), i.e. after the Law on Inspection became fully effective, the total number of newly-registered sole traders was 8,157, which was a year-on-year increase by 71.3% from 4,761. Moreover, the number of sole traders expunged from registers was reduced by 26.7% during the same period.

Based on the monthly inspection reports for the period January-June 2016, in a total of 115,805 conducted inspections it was found that 1,836 entities were not registered. The inspection practice has also shown that persons, especially unregistered entities, tend to abuse the rights associated with private residence and use it as a *de facto* office space for illegally conducting business activities, including those with a critical level of risk. For these reasons, the Law on Inspection provides for a procedure of accessing private residence in the inspection procedure. According to the information presented in the inspection reports for these months, inspectors accessed private residence with a court warrant in 30 cases, while in 316 cases they did so at the request or with the consent of the occupant; the inspections resulted in 1146 reports of criminal offences and 242 infringement orders. As regards the results achieved by republic-level inspectorates in controlling unregistered entities, based on the monthly inspection reports submitted in the period after the Law took effect, from August 2015 to June 2016, the inspectorates found 5,151 unregistered entities in about 202,000 inspections.

With regard to coordination of inspection and cooperation between inspectorates, the Coordination Committee currently incorporates 7 working groups and two expert teams:

- a) Working Groups on: combating illicit trade; building safety; food; protection of natural resources; public health; catering and hospitality; and internal supervision.
- b) Expert Teams on: combating informal employment; and transport of passengers and goods in road, inland waterway and railway transport.

With regard to training, professional advancement and verification of knowledge of inspectors, between January and the end of April 2016 there were six training events attended by 225 inspectors. The Bylaw setting the General Training Programme for Civil Servants in State Administration Bodies and Government's Services in 2016 envisages a Programme of General Continual Training of Civil Servants in the field of Inspection, which provides for a training programme for professional qualifying examinations for inspectors (which includes 5 modules in accordance with the Bylaw on the Programme and Manner of Conducting Examinations for Inspectors), as well as a continual training programme for inspectors titled "Towards More Efficient Inspections". In accordance with these Programmes, the HRMS held two "Towards More Efficient Inspections" training events for 47 inspectors. Furthermore, the SCTM, with the support of the USAID Business Enabling project and OSCE, conducted a project of e-trainings for local inspectors, which were attended by more than 1,100 participants. The first advanced "train the trainers" programme for inspectors was held in the Mount Fruska Gora (this training event was attended by 20 candidates).

As regards the **Fifth Objective: *Increasing citizen participation and transparency, improving ethical standards and accountability while performing public administration duties***, of the 22 planned activities, 5 have been implemented, 3 have been partially implemented, 4 activities have not been implemented, no information has been provided for 3 activities, while for 7 activities the timeframes have been extended by other strategic documents. Of the 22 activities, 11 are activities carried forward from the previous period which were due for completion in 2015 (and of those 11, 1 has been partially implemented, 2 activities have not been implemented, no information has been provided for 3 activities, while for 5 activities the timeframes have been extended by other strategic documents).

With regard to the result which pertains to improved effectiveness of the whistleblower protection system, the Law on Whistleblower Protection was enacted on 26 November 2014, but its application was delayed. The Law took effect on 5 June 2015, which was marked by a campaign titled “Whistleblowers are now stronger.” With the support of the USAID Judiciary Reform and Government Accountability Project (JRGA), the Ministry of Justice conducted a media and awareness raising campaign. The campaign lasted for a month and resulted in 120 press reports on the Law and more than 300 promotional reports on Serbian TV channels, including RTS, B92 and RTV1. A promotional website (www.uzbunjivaci.rs) was also developed within the project. Promotional material was distributed in public transportation buses in three Serbian cities – Belgrade, Novi Sad and Nis.

Since the beginning of implementation of the Law, activities have been underway to build the capacities for its implementation. In the period observed, computer equipment has been purchased for judiciary authorities (servers and server equipment, network equipment, workstations and scanners) and their data storage centres have been developed. The aim of these procurements was to strengthen the capacities of judiciary authorities (including those in charge of conducting criminal proceedings) and to ensure accessibility of information systems used in the judiciary sector, thus also indirectly contributing to more effective application of the Law on Whistleblower Protection.

Under the Fifth Objective, the High Civil Service Council produced a Report on the Code of Conduct for Civil Servants in 2015, with findings which can be considered an analysis of the provisions of the Code and its application. Furthermore, under the Law on Employees in Autonomous Provinces and Local Self-Government Units, which came into force on 12 March 2016, but will take effect on 1 December 2016, employers are required to pass a code of conduct for employees and appointees within one year of the effective date of the Law.

The activities under this objective which pertain to improvement of the legislative framework for the authorities in charge of external scrutiny of public administration have been delayed due to the extension of the relevant timeframes in accordance with the final version of the Action Plan for Chapter 23; however, working groups tasked with amending the Law on the Protector of Citizens and the Law on Free Access to Information have been formed and the drafting of these Laws is currently underway.

III KEY CHALLENGES AND PRIORITIES

Challenges and priorities:

- *Strengthening two-way communication channels between citizens and public administration, such as opinion surveys on public services, and taking the results of surveys into account in decision-making*
- *Defining the scope of reform – it is necessary to define public sector and public administration and to clearly define the competences of all who are involved in the process*
- *A better public policy planning process*
- *Better coordination and avoiding overlaps between certain jobs and functions to ensure more efficient work*
- *Insufficient reliance of the administration on its own capacities and the need to strengthen capacities*
- *Emphasising the segment of the reform which pertains to human resources management*
- *In the monitoring and reporting system, reports should be used as an early warning mechanism to ensure timely response in order to achieve plans*
- *The need to redefine the Action Plan in order to adjust indicators or to redefine indicators, activities and realistic timeframes for the reform processes*

The key challenges identified in the implementation of the activities (reasons for deviations from the plan) are at the same time also the priorities for the next period and they are the same as in the previous reports. The fact that these challenges have once again been identified means that monitoring of the implementation of the AP PAR has not yet gained traction as **an early warning system**, not only in the sense of reporting on completed activities, but also as a means of ensuring timely action to ensure that the targets are met.

At the level of individual activities, it is rather telling that no report has been submitted for the activity **Strengthening of two-way communication channels between citizens and public administration: feedback and reactions of the citizens through web sites and other means; introduction of regular research of citizens' attitude on public services; introduction of obligation of taking into consideration of research results when adopting strategic and operational SAB plans**. Although there have been individual efforts to bring the administration closer to citizens and to obtain feedback from citizens on the level of their satisfaction with the services provided (such as the website www.dobrauprava.rs), there is no systemic solution in place that would not only enable citizens to obtain fast information or legal advice or file a complaint in respect of any service, but would impose a duty on the public administration to use the feedback in the cycle of ongoing improvement of its services.

One of the key challenges of the entire public administration reform process is to define **the reform scope (definition of public sector and public administration)**. The PAR Strategy has introduced the term “public administration”, but it has not clearly defined its boundaries and concept. The processes that took place simultaneously led to ambiguities and inconsistencies (the development of the indicator Passport showed that indicators set for certain results (particularly in case of international indicators) perform the reform measurement at state administration level, while the results are expected to generate reforms implemented

at public administration level; also, certain indicators are not properly defined and do not reflect the results achieved or are impossible to quantify).

The reporting process has also shown that even **during the planning process** certain deadlines were set **too ambitiously** and there were many parallel activities that had to be prioritised in practice, which in turn resulted in delayed implementation of results and activities. Taking into consideration the arrangement with the IMF and the fiscal consolidation process, priority activities in 2015 and in the first half of 2016 were focused on staff optimisation and the public administration remuneration system, which meant that the development aspect of human resources management was not a priority (regulating HRM and establishing a balanced, merit-based public service system: employment, performance-based promotion, professional development connected with all segments of the HRM cycle and in particular with performance-based promotion and the payroll system, career guidance, retention policy, dismissal procedures, etc.).

A not-so-good aspect of the long-term employment restrictions along with the new rightsizing process and increased workload and new competencies in the EU integration process is that **the administration frequently resorts to outsourcing** (contracting external individuals or companies to provide certain services), **and to projects avoiding to rely on its own capacities**, risking a lack of a learning process and keeping the know-how in the administration.

It is evident from the practice so far and the monitoring of the AP PAR that there is **a large number of parallel records, reports, documents and functions overlapping** in the Republic of Serbia, which need to be resolved with better co-ordination and consolidation, document merging, interconnecting/interoperability of the existing databases. One of the examples was the development of a database of the Special Professional Training Programmes at the level of state authorities within the MPALSG in accordance with the Regulation on Professional Training of Civil Servants adopted in March 2015, alongside with the existing Central HR Data base and the Data base of General Professional Training Programmes in the Human Resource Management Service.

Another frequently cited reason for deviating from the plan is the **duration and scope of consultations**: inter-sector consultations, consultations with the European Commission, the consultation process with the interested parties in Serbia: business associations, the non-governmental sector, etc. In this regard, the issue is not only with the formally prescribed procedures for public debates; indeed, it is often the case that a document goes through several rounds of informal consultations with all stakeholders, which requires additional time and resources for process coordination and for processing the comments. Better process planning, better time-planning and earlier starting the consultations, strengthening the capacities of the state authorities by conducting training sessions, coherent internal procedures, utilisation of best practices are all possible solutions to these problems.

IV PAR COORDINATION AND MANAGEMENT SYSTEM

As regards the structures for coordinating, monitoring, reporting and evaluating the implementation process of the public administration reform foreseen in the Public Administration Reform Strategy, all four coordination levels were established and fully functioning in the previous period, two of which are political: the Public Administration Reform Council and the Collegium of State Secretaries, and the other two are professional: the Inter-ministerial Project Group and the Group for Improvement of Public Administration Reform at the Ministry of Public Administration and Local Self-Government.

The Council was established by the Decision establishing the Public Administration Reform Council (Official Gazette of the RS, No. 79/2014, 86/2014, 120/2014 and 22/2015) on 15 August 2014 and it has held five sessions so far, on which achieved results and the future reform trends were discussed (21/08/2014, 30/10/2014, 12/02/2015, 14/05/2015, 17/12/2015). The Council is a working body of the Government and has 17 members from among the Government's officials. In its first session, the Council adopted the Rules of Procedure and the Decision establishing the Collegium of State Secretaries, as a working group of the PAR Council; a Decision on appointing the Secretary of the PAR Council, who is at the same time an Assistant minister for state administration and legal affairs and payroll at the MPALSG, as well as a Decision to set up the Working Group for the Coordination and Monitoring of the Implementation of Long-term Fiscal Consolidation Measures and an Opinion on the Baselines for the First Stage of the PA Optimisation – Rightsizing in 2015 were all adopted in the second session; in the third session, Information on the Optimisation Support Project, funded by the EU and implemented by the WB in cooperation with the MPALSG, was adopted and a Proposal for the Necessity of Enacting a Law on Rightsizing, which will regulate the reduction of the PA employees in the next three years, was submitted to the Parliament; in the Council's fourth session a Draft Law on Determining the Maximum Number of Employees in the Public Sector was discussed for the purpose of resolving previous issues before submitting the Draft for opinion from the competent state administration bodies. Finally, in the fifth session, which was held on 17 December 2015, the Semi-Annual Report on Implementing the Activities Envisaged in the AP PAR in the first half of 2015 was adopted and the session also included a discussion of the World Bank loan Programme for Results – Modernisation and Optimisation of Public Administration and a presentation of the Information on Conducting Functional Analyses under the Optimisation Support Project.

Apart from the Collegium of State Secretaries, it is envisaged under the Strategy for e-Administration and AP, adopted in December 2015, that the Council should have another Working Group for e-administration; the process of passing a decision and a decree on its formation is currently underway.

The Collegium of State Secretaries was set up in accordance with the Decree establishing the Collegium of State Secretaries as the Council's Working Group, No. 23 119-10554/2014 adopted on 28 August 2014 by the Public Administration Reform Council. The Collegium has held four sessions so far: on 7 October 2014, on 13 January 2015, on 22 May 2015 and on 16 December 2015. The activities pertaining to the implementation of the PAR Strategy and AP development, as well as the development of a regulatory framework for regulating the payroll system in the public administration were discussed in the first session; the main topics of the second session were public administration rightsizing and cataloguing of the work posts in the public sector; the Information on the Optimisation Support Project funded by the EU and implemented by the WB in co-operation with the MPALSG was presented in the third session. In the fourth session, held on 16 December 2015, the Semi-Annual Report on Implementing the Activities Envisaged in the AP PAR in the first half of 2015 was adopted and the session also included a discussion of the World Bank loan Programme for Results – Modernisation and Optimisation of Public Administration and a presentation of the

Information on Conducting Functional Analyses under the Optimisation Support Project.

The Inter-ministerial Project Group was set up under Decision No. 119-01-00242/2014-04, adopted on 23 February 2015 by the Minister for State Administration and Local Self-Government. Its members are the general secretaries in all ministries and representatives of a similar rank of the specific organisations and services of the Government, as well as representatives of the Civil Society Organisations, the Sector of Civil Society Organisations (SCSO) in charge of the public administration reform. Furthermore, the Standing Conference of Towns and Municipalities (SCTM) is equally included in the IPG as a connection with the local government. The IPG consists of 34 members and 33 deputy members, of whom 12 are the representatives of the non-governmental sector. IPG's Secretary is the Head of the Unit for the Public Administration Reform and Professional Training in order to ensure the connection between the two levels of professional coordination and reporting. The IPG held four meetings in 2015. The first one was held on 29 June 2015, where the Information on the Implementation of the AP PAR (regarding the rightsizing and salaries) as well as the reporting and monitoring procedure related to AP PAR were discussed. At the second meeting, which was held on 7 October 2015, the IPG's Rules of Procedure and AP PAR Semi-Annual Report on Implementation of Activities in the first half of 2015 were adopted, and explanations of the solutions foreseen under the newly adopted Law on Determining the Maximum Number of Employees in the Public Sector were discussed. The Information on the WB loan – Programme for Results - modernisation and optimisation of the public administration as well as the Information on Implementing Functional Analyses under the Optimisation Support Project were presented in the third meeting. The fourth meeting adopted the 2015 Annual Report on Implementation of AP PAR and included a presentation of the Report on Activities in the Rightsizing Process in 2015 and a discussion of the identified issues in the payment of severance pay and compensation in the rightsizing process, i.e. a discussion of application of those provisions of the Law on the Manner of Determining the Maximum Number of Employees in the Public Sector which pertain to the procedure for exercising the employees' entitlement to compensation or severance pay from the national budget.

The Public Administration Reform Management Group, as a level of professional coordination for performing operational activities and coordination at the operational level of the public administration, was set up within the Ministry of Public Administration and Local Self-Government and its capacities are to be strengthened in the upcoming period. Apart from the coordination, review and adoption of the AP PAR and AP OGP (Open Government Partnership) and development of Indicator Passports for 86 indicators defined under the AP PAR, the Group took part in developing sector-level budget support for public administration and public finance reforms and has continually provided technical support to the PAR Council, the Collegium of State Secretaries and the IPG. The group organises, coordinates and compiles reports for implementation of the AP PAR (including the development of Instructions and reporting tools), as well as reports for the AP OGP (Open Government Partnership).

Although this four-tier system has been used for discussions and decision-making on urgent priorities in the public administration reform, there is a need for more training, capacity building and awareness raising in the coming period to ensure that reports are reviewed in the context of an early warning system, rather than just in the context of completed activities, with the aim of enabling a timely response to ensure compliance with the specified plans.

ANNEX 1: IMPLEMENTATION OF ACTIVITIES IN THE FIRST HALF OF 2016

Specific objective 1:								
Improvement of organisational and functional public administration subsystems								
Measure 1.1:		Organisational and functional restructuring of public administration by implementation of factually based measures for rightsizing of public administration in terms of number and suitability of institutions, number of employees, work processes and organisational structures until 2017, with the creation of strong analytical basis for these processes						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MPALSG – department competent for public administration reform <i>Partners:</i> Line ministries World Bank	1.1.1. Improved organisational forms, their mutual relations and rationalized number of organisations and employees in the public administration	3. Provision of support for SAB in preparation and implementation of rationalization plans under the IMF programme, with the aim of minimizing the negative impact on PA capacity	Q2 2015	On 2 December 2015, the Government passed the Decision on the Maximum Number of Employees in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments for 2015. During the reporting period, implementation and monitoring of compliance with the said Decision by public authorities has continued. As part of monitoring of compliance with this Decision, the MPALSG oversaw the harmonisation of the job classification instruments of Ministries and the subordinated bodies in their portfolios. The		After the new Government takes office, the Ministry will prepare new rationalisation measures in accordance with the Government's policy and the FA recommendations, prepare new rationalisation measures and participate in the drafting of a new Decision setting the maximum number of employees and monitor its implementation.	

					<p>rationalisation cut the number of employees across the entire public sector by 16,130. This reduction includes cuts due to rationalisation, retirement and cuts on other grounds, as well as new employment. It should be noted that the anticipated employment reduction in indefinite employment based on the arrangement agreed with the IMF was 14,512 employees.</p>			
			<p>4. Preparation of the plan of improvement of the public administration general organisation system, including defining of typology of bodies and organisation of public administration, main concepts (including the concept of public administration) and criteria for establishing and selection of organisational form</p>	<p>Q3 2015</p>	<p>A programme solution has been developed to support reporting on the number and structure of employees in state administration, which incorporates a database with functions, groups of institutions and comparative overviews of the numbers and structure of employees.</p> <p>The first stage of horizontal FA has covered 94 institutions of central government. A diagnostic report with key recommendations has been produced. The FA has identified all organisational forms, which will be categorised into six types of institutions. The following has been identified: functions broken down by all types of organisational forms, job</p>		<p>Development of a draft AP for implementing the recommendations. Harmonising the AP between the MPALSG team and the WB team. After the new Government takes office, the MPALSG will prepare for review an AP for 2017, with projections for 2018. Conduct a consultative process in the form of a workshop which would involve the task forces of Ministries, the Interministerial Project Group and the Collegium of State Secretaries. Prepare for adoption the AP for 2017, with projections for 2018.</p>	

				<p>classification, number of employees, staffing levels of the scheduled posts and the share of employees by functions and by management levels. The report has been reviewed in a workshop held for the task forces and comments from the task forces of Ministries have been integrated and presented to the World Bank. The objections have been taken into consideration and feedback has been provided on the accepted comments.</p> <p>A methodology for stage II of the horizontal functional analysis has been developed and adopted. Component 1 (task 1 methodology) included an analysis of the regulatory framework and of good and bad practices of organisational rules, an internal comparison, an analysis of comparable international practices, especially practices in comparable EU Member States and a presentation of key findings and recommendations for systemic improvements in the typology of authorities. Drafting of an action plan on implementation of the</p>			
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					recommendations is currently underway.			
			5. Preparation and adoption/amendment of regulations necessary for implementation of the plans under act. 2 and act. 4	Q2 2016	<p>The horizontal FA has produced a cost-benefit analysis tool which will support the decision-making process. Inputs for optimistic and pessimistic transformation scenarios have been defined on the basis of the horizontal FA. This tool will be used in the preparation of the negotiation process for passing the Decision determining the Maximum Number of Employees in 2016.</p> <ul style="list-style-type: none"> - The Law on the Manner of Determining the Maximum Number of Public Sector Employees has been enacted - The Decision on the Maximum Number of Employees in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments has been passed - The Regulation on Classification of Posts and Criteria for Job Descriptions for Civil Servants has been amended - Amendments have been made to job organisational and classification bylaws or 	The new Government has not taken office.	After the new Government takes office, activities will be undertaken in connection with the passing of a new Decision which would impose a new cap on employment in public administration.	

					<p>internal organisation instruments (based on the data provided by the organisational forms covered by the Decision on the Maximum Number of Employees in 2015 in the reports provided for the purposes of rationalisation monitoring in 2016 (which were due by 18 May 2016), relevant instruments in accordance with the Decision were passed by:</p> <p>794 organisational forms (including 7 special organisations and Ministries with organisational forms within their respective spheres of competence (other than education)), as well as 1,607 organisational forms in the field of education (based on the data they provided). These figures do not include the local level (LSGU and APV).</p> <p>- Instructions on application of the Law on the Manner of Determining the Maximum Number of Employees</p>			
MPALSG - department competent for public administration reform	1.1.2 Conditions ensured for in-depth rightsizing of selected organisational	4. Implementation of FA in selected PA subsystems	Q2 2016	<p>FAs conducted, including:</p> <p>1. Horizontal functional analysis of 94 institutions at the central government level</p>	To enable implementation of the recommendations, it is necessary to sign a Grant Agreement for the formation of a Change Management Support Team	Preparation of an Action Plan on implementation of recommendations for components 1) and 2) Consultative process with key stakeholders in order to finalise the AP.		

	<p><u>Partners:</u> Line ministries World Bank CSO</p>	<p>subsystems of public administration (implementation of functional analysis - FA)</p>			<p>2. Vertical FA of the portfolio of the Ministry of Finance 3. Preliminary FA of services in the fields of health, education and social security 4. Methodology for vertical FA of the Ministry of Agriculture and Environment Protection developed and harmonised.</p> <p>Finalisation of a Report with recommendations for 1) and 2) is currently underway. The second stage of FA is currently underway for component 3). Component 4 is postponed until the new Government takes office</p>		<p>Adoption of the AP on Implementation of Recommendations for 2017 with projections for 2018</p>	
	<p>MPALSG - department competent for public administration reform</p> <p><u>Partners:</u> Competent ministries World Bank</p>	<p>1.1.3 Completed in-depth rightsizing of selected organisational subsystems of PA</p>	<p>1. Implementation of plans under 1.1.2.5 (Preparation of a report with recommendations and plans for implementation of FA in selected subsystems), including the preparation and adoption/amendments of relevant regulations</p>	<p>Q4 2017 (cont. from Q4 2015)</p>	<p>Deep FA of the MPALSG has been completed (Norwegian project); a new organisational structure has been established – the Bylaw on Internal Organisation and Job Classification at the MPALSG has been adopted, employees have been deployed and a new organisational structure has been put in place. An FA of the portfolio of the Ministry of Economy has been completed and recommendations have been implemented through a new organisation of the Ministry of Economy and</p>	<p>The FAs have been conducted and finalisation of recommendations and action plans for their implementation is currently underway The timeframe for preparing Aps for implementation of the recommendations from the conducted FAs for components 1 (HFA) and 2 (the Ministry of Finance) is Q3 2016</p> <p>Note: adoption of the AP for implementation of recommendations in 2017 with projections for 2018 is an indicator for SBS EU</p>	<p>Formation of the Change Management Support Team. A consultative process for the AP for components 1 and 2.</p> <p>Adoption of the AP for components 1 and 2.</p> <p>Report with recommendations for component 3).</p> <p>Conducting a vertical FA at the Ministry of Agriculture and Environment Protection.</p>	

				<p>the agencies in the portfolio of the Ministry of Economy.</p> <p>The rationalisation process is governed by laws, bylaws, regulations, decisions and amendments to internal organisation bylaws. The purpose of all activities undertaken at this stage was to implement the first stage, namely the stage of rationalisation for the purpose of fiscal consolidation</p> <ul style="list-style-type: none"> - The Law on the Manner of Determining the Maximum Number of Public Sector Employees has been enacted - The Decision on the Maximum Number of Employees in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments has been passed - The Regulation on Classification of Posts and Criteria for Job Descriptions for Civil Servants has been amended - Amendments have been made to job organisational and classification bylaws or internal organisation instruments (based on the data provided by the 	<p>and for results of the Public Administration Modernisation and Optimisation Project (funded by a World Bank loan)</p>		
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					<p>organisational forms covered by the Decision on the Maximum Number of Employees in 2015 in the reports provided for the purposes of rationalisation monitoring in 2016 (which were due by 18 May 2016), relevant instruments in accordance with the Decision were passed by:</p> <p>794 organisational forms (including 7 special organisations and Ministries with organisational forms within their respective spheres of competence (other than education)), as well as 1,607 organisational forms in the field of education (based on the data they provided).</p> <p>These figures do not include the local level (LSGU and APV).</p> <p>- Instructions on application of the Law on the Manner of Determining the Maximum Number of Employees</p>			
			2. Monitoring the implementation of recommendations and adoption of CPAR report relating to the FR implementation	Q4 2017 (cont. from Q2 2016)	<p>The activities planned for the past period have been completed.</p> <p>A monitoring and reporting system for the rationalisation process has been established</p> <p>An internal team tasked with monitoring the</p>			

				<p>rationalisation process has been formed</p> <p>Reporting rules (Instructions) have been developed</p> <p>A mechanism for information gathering and reporting has been established</p> <p>3 reporting cycles have been completed – the first was completed in January 2016, the second in February 2016 and the third in April 2016 (these reporting and progress monitoring periods were set to match the IMF missions).</p> <p>An internal support team for FA implementation has been formed.</p> <p>Operational teams (task forces) have been formed in all Ministries for the purpose of implementing the recommendations from FA.</p> <p>Workshops have been held as part of the consultative process for the first stage of the HFA</p> <p>The methodology for stage II of the HFA has been adopted</p> <p>A Steering Committee tasked with monitoring the implementation of FAs at the level of EAD and WB as stakeholders has been formed and has held its first meeting in May 2016.</p>			
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					<p>A Joint Working Group of EU, WB and MPALSG has been formed and made operational (so far it has held 2 meetings, which are held on a monthly basis) to monitor the implementation and course of the FAs. The PARC will adopt the final Aps for HFA and FA for the Ministry of Finance in Q4 2016.</p>			
	<p>MPALSG - department competent for public administration reform</p> <p><i>Partners:</i> Office for Cooperation with the Media Office for Cooperation with civil Society World Bank CSO</p>	<p>1.1.4 Support of professional and general public ensured for the process of rightsizing of public administration</p>	<p>1. Review of the best international practices in the field of communication and management of changes in the PA rightsizing process</p>	<p>Q2 2015</p>	<p>The FAs that have been conducted have continually provided a comparative international review by specific functions or solutions in fields that are relevant for the PA optimisation process, which is incorporated in the published FAs (Proof: World Bank's FA Reports)</p> <p>Furthermore, the MPALSG cooperated with the Centre for Applied European Studies and, with the support of the Open Society Fund, implemented the project A State Tailored to its Citizens – What Kind of a State do we want in the Future? from February to June 2016. There were 6 planned expert meetings. Finalisation of a vision document, with findings and recommendations, is currently underway.</p>			

					Website: http://www.mduls.gov.rs/zajedno-u-promene.php			
			2. Development of a strategic approach to communication and management of changes in the PA rightsizing process	Q3 2015	<p>The Change Management Support Team will include a communication expert and will prepare and implement a communication strategy for the public administration restructuring and reform process</p> <p>A procedure for acquiring consultancy services for a communication expert has been conducted in accordance with World Bank rules.</p> <p>The process of contracting these services will be finalised after the signing of the Grant Agreement for the Formation of the Change Management Support Team</p> <p>The MPALSG cooperated with the Centre for Applied European Studies and, with the support of the Open Society Fund, implemented the project A State Tailored to its Citizens – What Kind of a State do we want in the Future? from February to June 2016. There were 6 planned expert meetings with the most relevant experts in the fields of: local self-government, state administration, health care, education, judiciary and</p>			

				<p>financial discipline. Finalisation of a vision document, with findings and recommendations from the expert meetings, is currently underway. The aim was to establish dialogue between key stakeholders and to facilitate reaching a consensus on “change driven by citizens’ needs”, while ensuring that the existing human, structural and financial resources are used cost-efficiently and sustainably. The results of this project are an important part of the reform process and visioning of public administration and provide a baseline for the establishment of a continual process of active involvement of stakeholders in addressing key issues of public interest. Website: http://www.mduls.gov.rs/zajedno-u-promene.php</p> <p>Furthermore, an independent evaluation of the optimisation process (the MPALSG held a public procurement procedure and selected the Centre for Investment and Finance – CIF as the contractor, tasked with conducting an evaluation of the rationalisation process and</p>			
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					raising public awareness of this process). In the period February-August 2016, CIF was tasked with monitoring, analysing and notifying the stakeholders and the general public on the implementation of the rationalisation process. The results of this work are only partially available at: http://www.pracenjereformi.info/ . In July and August 2016 it had a working breakfast with journalists and held a press conference.			
	MPALSG - department competent for European integration and projects <i>Partners:</i> RSPP MF HRMS	1.1.5 Performance management framework in PA established, which connects all existing performance management elements and ensures their upgrade	1. Preparation of the study on performance management in PA and baselines for integration of all performance management elements into a single, coherent system, including recommendations for amendments of the legal framework	Q2 2016		A precondition for full implementation of this activity is implementation of activity 1.1.6.	Funds have been secured through bilateral cooperation between the Republic of Serbia and the Federal Republic of Germany for the following activities: 1. Establishment of organisational systems for performance management and benchmarking with previously identified segments of public administration reform • Development of competence profiles for strategically important posts in the public sector. • Development of guidelines, job classification guidelines, work plans etc. • Capacity building for selected functions of institutions outside of state administration bodies.	Implementation of the project should begin in the second half of 2016
	MPALSG-EAD <i>Partners:</i> MPALSG (act. 3 and 4)	1.1.6 Electronic registers of public administration bodies and organisations	1. Preparation of the feasibility study for development of registers and its adoption by the	Q1 2015		A Study has been prepared. The Feasibility Study analysed the existing HRM systems used by the SA for the purpose of developing sound technical		


	MF and administrations within it	and employees in the public administration system established	PA Reform Council			documentation for the project.			
	HRMS CSO		2. Development of technical specifications and tender dossier for procurement of software solution for registers	Q1 2016			Since only a portion of the required funding has been obtained, the project has been implemented in phases in accordance with the instructions of MFin and a technical specification has been produced only for the registry of public administration bodies and organisations. The working name of the registry suggested by Mfin is the Registry of Public Powers.	The second stage is scheduled for 2017 and will involve a registry of employees.	Q4 2017
			3. Preparation and adoption of bills which will govern the establishment of registries	Q1 2016					
			4. Preparation and adoption of secondary legislation for implementation of laws (detailed regulation of the manner of record keeping etc.)	Q2 2016					

Specific objective 1:								
Improvement of organisational and functional public administration subsystems								
Measure 1.2:		Improvement of decentralization and deconcentration of public administration tasks by improvement of analytical and strategic framework by the end of 2017						
Activity implementation status 	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MPALSG – department competent for local self-government <i>Partners:</i> SAB SCTM CSO	1.2.1. Decentralisation policy framework in the republic of Serbia established	4. Adoption of baselines for preparation of the decentralisation strategy by the Public Administration Reform Council	Q4 2015		Local and parliamentary elections In 2015, the following activities under the Action Plan on Implementation of the National Public Reform Strategy for the period 2015-2017, necessary for preparation of baselines for the Decentralisation Strategy, were implemented: an analysis of the situation in the field of local self-government in Serbia, a study of decentralization models to ensure functional distribution of powers between certain government levels in the Republic of Serbia, a cost-benefit analysis of decentralization models to ensure functional distribution of powers between certain government levels, list of jobs in thirty-two fields at all government levels.	The Government should take office Formation of a working group on preparation of the Strategy which would consist of various institutions interested in its content which have expert capacities to support its preparation (line ministries, the Legislation Secretariat, the Public Policy Secretariat, the Statistical Office, the Government of the Autonomous Province of Vojvodina, the National Assembly, SCTM, academic and scientific institutions etc.)	Q4 2016

						<p>All these analyses were prepared as final versions and will be submitted to members of the Public Administration Reform Council for the review.</p> <p>MPALSG has prepared a plan for preparation of the Decentralization Strategy which will be presented to the PAR Council.</p>		
			5. List of jobs completed at all government levels in fields not listed at the first stage	Q4 2015	<p>The activity was implemented within the specified time limit, by 30 December 2015. MPALSG will continue to work on the analysis of lists of jobs through two project activities within the approved project "Support to Implementation of Action Plan of Public Administration Reform Strategy – Local self-government Reform for the period 2016-2019" financed from donation of the Swiss Confederation through the Swiss Agency for Development and Cooperation (SDC). The first project activity planned for 2016 includes analysis of listed jobs in the following fields: health care, social policy, economy, agriculture, regional development, urban planning, spatial planning, youth, sport, culture and information,</p>			

				<p>veterinary medicine, plants, education and environment protection, energy, mining, personal status, property relations, general administration, construction and infrastructure, science and technological development, employment relations, employment, veteran affairs, transport, finance, trade, tourism and telecommunications at all government levels. A single list of jobs will be available through information systems of local self-governments, the preparation of which is underway, as part of the first component of the said project.</p> <p>The second project activity includes analysis of powers in five priority fields suitable for the decentralization process (health care, social welfare, education, agriculture, environment protection).</p> <p>The prepared list of jobs will be used as an analytical basis for implementation of terms of reference.</p> <p>In addition, the list of jobs and the above activities will be documents that will constitute a basis for passing of a decision on establishment of functional and coordinated relations</p>			
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					between all government levels. A special focus in regulation of functional and coordinated relations will be on establishment of efficient and sustainable economic development of local self-government units.			
			6. Preparation, consultation and adoption of the decentralisation strategy	Q2 2016		Local and parliamentary elections Session of the Public Administration Reform Council	The Government should take office	Q4 2016
	MF <i>Partners:</i> SCTM MPALSG – department competent for local self-government	1.2.2 Framework established to ensure sustainability of public finances at the local level	1. Preparation, consultation and adoption of the Bill on Financing of Local Self-government	Q4 2015		The technical Government does not have the power to adopt bills The Draft Law on Financing of Local Self-government has been prepared and a public debate was held in the period 3-23 December 2015, while endorsement of the bill is expected immediately after the Serbian Government takes office.	Endorsement of the bill is expected immediately after the Serbian Government takes office	Q4 2016
			2. Integrated analysis of employment and engagement of resources in provisions of public services at the local level, comparatively by LSGU	Q4 2015				

Specific objective 1:								
Improvement of organisational and functional public administration subsystems								
Measure 1.3.		Improvement of the system for management of public policies of the Government (planning, analysis, making, adoption, monitoring and evaluation and coordination) by establishment of legal and institutional frameworks for integrated strategic management by the end of 2017 and adoption of medium-term SAB work plans aligned with strategic priorities of the Government and with the program budget						
Activity implementation status 	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	RSPP <i>Partners:</i> National Legislation Secretariat GGS MF (act. 1, 4) HRMS (act. 6) MPALSG CSO	1.3.1 A single public policy management system established, which ensures the preparation of public policies documents harmonized with the adopted standards	1. Specifying the role of RSPP in management of public policies and defining of government priorities, as well as in the monitoring of implementation (amendments to relevant regulations)	Q4 2015		To ensure regulation of a strategic framework for the public policy management system and better linking of the public policy management system with legislative activities of state administration authorities and the Serbian Government, and also better and more precise defining of its role in that system, RSPP prepared the Strategy of Regulatory Reform and Improvement of Public Policy Management System for the period 2016-2020, as well as the Action Plan for its implementation for the period 2016-2017. Adoption of this Strategy and the action Plan ensured all formal preconditions for achievement of the main objective of the Strategy and for profiling of the role of RSPP in planned reforms and exercise of that role. Since amendments to the Government's Rules of	Completion of consultations on the package of proposed instruments with state administration authorities and other stakeholders, organization of a public debate, adoption of the instruments and their implementation and (immediately after the Government takes office and begins its operations), preparation of the Strategy of Regulatory Reform and Improvement of Public Policy Management System for the period 2016-2020 and the supporting Action Plan for the period 2016-2017, as well as preparation of the new Action Plan for implementation of the Government's programme.	It is planned to organize a public debate on the prepared package of instruments immediately after the Government takes office and begins its work, while final draft instruments should be submitted to the Government for the review and adoption immediately after adoption of received comments.

					<p>Procedure, which RSPP formulated and submitted to the National Legislation Secretariat, have not been adopted, RSPP prepared a draft regulatory package consisting of the following: the Working Version of the Law on Planning System in Republic of Serbia and two supporting regulations – the Regulation on Mid-term Planning and the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents. In addition to introduction of a single system for planning in the Republic of Serbia and public policy management system, through this package RSPP wants to precisely define and establish its role in public policy management, in particular in monitoring of implementation of public policies and reporting on results achieved.</p>		
		2. Establishing of the legal basis for adoption of public policy management methodologies and handbooks (amendments to	Q4 2015		<p>Proposed amendments to the Government's Rules of Procedure prepared by the RSPP (which contain provisions relating to the duties of RSPP to prepare and pass these methodologies) have not been adopted yet, as well as</p>	Enactment of the Law on Planning System	It is planned to organize a public debate on the prepared package of instruments immediately after the Government

			relevant regulations)			the Law on Planning System in Republic of Serbia, but key steps have been undertaken in that regard. This primarily includes a consultation process which is ongoing, and after it is completed the law will be adopted and immediately after this the regulations will also be adopted (the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents and the Regulation on Mid-term Planning) because the Law will be effectively implemented through them.		takes office and begins its work, while final draft instruments should be submitted to the Government for the review and adoption immediately after adoption of received comments.
			3. Preparation and adoption of public policy management methodologies and preparation of handbooks	Q4 2015		Consultations on draft versions of the regulations (the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents and the Regulation on Mid-term Planning) are ongoing due to a huge interest of consulted institutions and the volume and content of their comments and suggestions, which is why the overall consultation process lasts longer than planned. Upon completion of consultations, adoption of	Completion of consultations and adoption of the regulations.	It is planned to organize a public debate on the prepared package of instruments immediately after the Government takes office and begins its work, while final draft instruments should be submitted to the Government for the review and adoption immediately after adoption of

					the regulations will follow after enactment of the Law on Planning System of the Republic of Serbia. A handbook is being prepared together with the regulations.		received comments.
		4. Linking public policy management with preparation and execution of the program budget (amendments to relevant regulations)	Q4 2015		Consultations on the draft version of the Law on Planning System of the Republic of Serbia (which regulates linking of public policy management with preparation and execution of the budget) and the Regulation on Mid-term Planning in State Administration Authorities (which further addresses linking of the planning process with preparation and execution of the budget and ensures simple and practical preparation of mid-term plans of state administration authorities, which should be used by state administration authorities exactly to better link public policies within their spheres of competence with operational activities and planning and execution of their budgets) are ongoing. Upon completion of consultations, a public debate and adoption of these instruments will follow.	Completion of consultations and adoption of the Law and the Regulation.	It is planned to organize a public debate on the prepared package of instruments immediately after the Government takes office and begins its work, while final draft instruments should be submitted to the Government for the review and adoption immediately after adoption of received comments.
		5. Strengthening capacities of the	Q4 2017 (cont.)	This activity is treated as completed for the previous		Completion of the consultation process, organization of a public	Q4 2017 (cont.)

			Republic Secretariat for Public Policies through regulatory, organisational, educational and information activities		period although it will be monitored continually. The activity is implemented as scheduled. Consultations on draft versions of instruments are ongoing (which will ensure the basis for strengthening of regulatory, organizational, educative, and IT capacities of RSPP), after which a public debate and their adoption will follow. In addition, RSPP plans and prepares new trainings for employees in RSPP (priority in the field of policy making based on evidence and relevant information, process management and also in other fields of relevance to ensure that RSPP has full capacities for implementation of the planned reforms).		debate and adoption of instruments, as well as organization of training within RSPP.	
			6. Preparation of training programs and organisation of trainings for civil servants in improvement of the public policy management system, process of preparation and execution of budget, and connecting with medium-term fiscal framework	Q4 2017 (cont.)	This activity is treated as completed for the previous period although it will be monitored continually. The activity is implemented as scheduled. Training programmes have been prepared and implemented (in cooperation with RSPP) in the field of public policy management (public policies – making, implementation and analysis of the effects, preparation of public policy documents, Collecting,		Completion of consultations and adoption of instruments. Trainings will be organized continually by the end of 2017, depending in the needs and in accordance with the Plan on Implementation of the Programme of the Service.	Q4 2017 (cont.)

				<p>analysis and use of data) which are intended for civil servants who perform study and analytical tasks and planning tasks in SAB. Training programmes have also been prepared for preparation and execution of the budget, mid-term planning and monitoring of implementation and assessment and reporting in the public policy management process. These trainings are a part of the General Continual Professional Advancement Programme for Civil Servants. In the Training Programme for managers, training "The Role of Managers in Strategic and Financial Management and Coordination of Public Policies in State Administration" is the second compulsory module of the Programme. A total of 5 trainers hired by HRMS held 6 trainings in these fields for 116 trainees who evaluated trainings as follows: 4.89 for the manner of their work, 4.26 for applicability of acquired knowledge, and gave the average mark 4.65 for the overall quality of organized trainings. In the first half of 2016, as part of the above training</p>			
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				<p>programmes, representatives of RSPP held trainings in: analysis of the effects of regulations, the role of managers in strategic and financial management and coordination of public policies in state administration and management of the legislative process. These trainings were attended by about 60 participants (managers in various state administration authorities and civil servants). In addition, RSPP, in cooperation with HRMS, contributed to the improvement of analytical capacities in state administration through implementation of mentoring programmes for civil servants on topics in the field of public policy management (preparation of coordination plans, preparation of public policy documents, preparation of plans on implementation of public policies, preparation of consultation plans and programmes for public policy documents, preparation of plans for formation and work of working groups and inclusion of stakeholders in their work etc.) with</p>			
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				<p>managers in various governmental authorities. In cooperation of the Budget Department of the Ministry of Finance, with support from the USAID BEP project (USAID Business Enabling Project), and on initiative of the Service, training for trainers for the programme budget – first module was held in the period 12-14. May 2016, which was attended by 14 trainees employed in the Budget Department of the Ministry of Finance.</p> <p>After adoption of the package of instruments, training programmes will be additionally improved to fully reflect the arrangements specified under the adopted instruments and to ensure civil servants are properly prepared for use and implement in practice the adopted arrangements and provisions.</p>			
			7. Building the analytical capacities within RSPB and SAB to plan, prepare, implement and monitor implementation of public policies based on	Q4 2017 (cont.)	<p>This activity is treated as completed for the previous period although it will be monitored continually. The objective of all trainings held by RSPB employees for representatives of state administration authorities listed under activity 6 was inter alia to improve analytical capacities of</p>	<p>Passing of the said regulations, planning and organization of trainings and mentoring and coaching activities.</p>	Q4 2017 (cont.)

			evidence and relevant data.	<p>state administration authorities and civil servants' planning skills. By the end of 2016 RSPB will, in cooperation with HRMS, organize additional trainings in the above topics and implement all necessary activities which will strengthen analytical capacities in SAB, as well as funds allocated for these purposes in the budget of RS for 2016 from sectoral budget support (from IPA 2015). Finally, RSPB contributed to the improvement of analytical capacities in state administration through a mentoring programme for civil servants implemented in cooperation with the Human Resource Management Service.</p> <p>Regulations which provide for analytical, planning and study activities in state administration authorities have not been passed, which should inter alia also set out formation of units for analytical tasks (primarily the Regulation on the Principles of Internal Organization and Job Classification in Ministries, Special Organizations and Government Services and regulations providing for tasks of state administration</p>			
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					for which MPALSG is responsible).			
	<p>RSPP</p> <p><i>Partners:</i></p> <p>GGS (act. 5 and 6)</p> <p>MF (act. 6)</p> <p>SEIO (act. 6)</p> <p>SAB (act. 7)</p> <p>National Legislation Secretariat (5)</p> <p>MPALSG</p> <p>CSO</p>	<p>1.3.2. Mid-term and annual planning in state administration bodies is based on government priorities and the program budget and the implementation is regularly monitored</p>	<p>3. Improvement of existing SAB capacities for planning through establishment of a model for organisation of study and analytical activities (amendments to the Regulation on Principles of for Internal Organisation and Job Classification in Ministries, Special Organisations and Government Services and regulations providing for state administration tasks)</p>	Q3 2015		<p>Amendments to the Regulation on the Principles of Internal Organization and Job Classification in Ministries, Special Organizations and Government Services and regulations providing for tasks of state administration have not been adopted.</p>	<p>Formulation and adoption of amendments to the Regulation on the Principles of Internal Organization and Job Classification in Ministries, Special Organizations and Government Services and regulations providing for tasks of state administration and organization and holding of practical trainings improving the analytical and planning knowledge and skills of civil servants.</p>	Q1 2017
			<p>4. Review and adoption of the Action Plan for the implementation of the Government Programme for the period 2016-2018</p>	Q4 2015		<p>RSPP currently monitors implementation of the Action Plan on implementation of the Government's Programme for 2016. After the new Government takes office, RSPP will prepare a new Action Plan on implementation of the Government's Programme.</p>	<p>Preparation of a new Action Plan for the new Government's programme</p>	<p>Immediately after the new Government takes office begins its work, RSPP will prepare a new Action Plan on implementation of the Government's Programme.</p>

			<p>5. Improvement of the process of preparation and content of the Government annual work plan and the annual report on work of the Government through improvement of the existing IT system for planning process in GGS, amendments to instructions for drafting of Government annual work plan and annual report on work of the Government and amendments to relevant regulations by engaging RSPP in the planning process</p>	Q4 2015		<p>This Activity will be fully implemented within activities in connection with improvement of the existing IT structure within the Government and creation of an integral IT solution which will connect planning and budget processes and ensure reporting on the basis of planning and execution of the budget and will include the following: the Action Plan on implementation of the Government's Programme, GPRIS, the existing programme budgeting and budget execution system and the ISDACON system and NPAA.</p> <p>The General Secretariat of the Government has improved the process of preparation and the content of the Government's annual work plan. Compared with the Instructions for Preparation of the Government's Work Plan for 2015, the Instructions for Preparation of the Government's Work Plan for 2016 contains a novelty which contributes to the qualitative improvement of the process of preparation of the Government's annual work plan and the content of the work plan. The new feature included in the</p>	<p>Continuation of work of the project group at the level of institutions of the central Government which participate in the design of an integral IT solution which will fully connect planning and budget processes.</p>	Q4 2017
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						Instructions is the duty of state administration authorities to base their plans on objectives, measures and activities stated in the Action Plan on implementation of the Government's Programme and thus harmonize them with strategic, programme and financial priorities of the Government, as well as on activities which will be used for preparation of the Economic Reform Programme for the period 2016-2018. State administration authorities must clearly mark these activities in their annual work plans and must give the "High" priority level.		
			7. Preparation of mid-term SAB work plans aligned with the strategic priorities of the Government and the program budget	Q4 2015, 2016, 2017		The activity is implemented as scheduled. Consultations on the draft version of the Law on Planning System in republic of Serbia and the Regulation on Mid-term Planning are ongoing, after which adoption and implementation of these instruments will follow.	Completion of consultations, organization of a public debate and adoption of the Law on Planning System in Republic of Serbia and the Regulation on Mid-term Planning.	Q4 2015, 2016, 2017
	MPALSG – department competent for public administration reform <i>Partners:</i>	1.3.3. Increased transparency of the public policy management system	1. Introduction of the duty to publish the Government annual work plan and annual report on work of the Government at	Q4 2015		The Government's Work Plan for 2016 has been published on the official website of the General Secretariat of the Government, and although this duty is not specified, the plan is published in practice.		

	<p>RSPP</p> <p>National Legislation Secretariat</p> <p>GGG (act. 1)</p> <p>MPALSG (act. 2 and 3)</p> <p>Office for Cooperation with Civil Society</p>		<p>the e-Government portal and/or the Government's official website (amendments to relevant regulations)</p>			<p>The duty to publish the Government's Annual Work Plan at the e-Government portal and/or official website of the Government will be ensured through passing of an instrument by the Secretary General of the Government ordering publishing for each Government's annual work plan, until amendments are made to the relevant regulation.</p>		
	<p>CSO</p>		<p>2. Introduction of the duty for state administration bodies to periodically report to the Government on implementation of regulations and public policy documents and achieved effects (amendments to relevant regulations)</p>	<p>Q4 2015</p>		<p>RSPP prepared a draft regulatory package consisting of the following: the Working Version of the Law on Planning System in Republic of Serbia and two supporting regulations – the Regulation on Mid-term Planning and the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents.</p> <p>Consultations on draft versions are ongoing due to a huge interest of consulted institutions and the volume and content of their comments and suggestions, which is why the overall consultation process lasts longer than planned.</p>	<p>Completion of consultations, organization of a public debate and adoption of the Law on Planning System in Republic of Serbia and secondary legislation.</p>	<p>It is planned to organize a public debate on the prepared package of instruments immediately after the Government takes office and begins its work, while final draft instruments should be submitted to the Government for the review and adoption immediately after adoption of received comments.</p>


			3. Improvement of the consultative process with stake holders in the public policy management system (amendments to relevant regulations)	Q4 2015		<p>RSPP prepared a draft regulatory package consisting of the following: the Working Version of the Law on Planning System in Republic of Serbia and two supporting regulations – the Regulation on Mid-term Planning and the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents.</p> <p>Consultations on draft versions are ongoing due to a huge interest of consulted institutions and the volume and content of their comments and suggestions, which is why the overall consultation process lasts longer than planned.</p>	<p>Completion of consultations, organization of a public debate and adoption of the Law on Planning System in Republic of Serbia and secondary legislation.</p>	<p>It is planned to organize a public debate on the prepared package of instruments immediately after the Government takes office and begins its work, while final draft instruments should be submitted to the Government for the review and adoption immediately after adoption of received comments.</p>
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Specific objective 1:								
Improvement of organisational and functional public administration subsystems								
Measure 1.4.		Establishment of strong coordination mechanisms which will enable the harmonious development and operation of electronic administration, as well as completion of the legal framework and procedures for development of e-Government						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MPALSG – EAD <i>Partners:</i> Ministry of Trade, Tourism and Telecommunications National Legislation Secretariat CSO	1.4.1. Coordinated management of e-Government development ensured, with introduction of the institutional framework and completion of the legal framework	2. Formation of a Working Group for implementation of e-Government within the Public Administration Reform Council	Q1 2015		1. A Special Working Group in charge of preparing the Draft Law on e-Government has been formed. The work had been continual until mid-May. The subsequent interruption was due to tasks which had a higher priority level for the Ministry and the activity is expected to be resumed in the second half of August 2016. The Government's work plan for 2016 originally envisaged the passing of the Law on e-Government by the end of June 2016; however, this has been delayed due to the early general elections. 2. A Decision setting up a Working Group on Monitoring the Implementation of the e-Government Development Strategy in the Republic of Serbia, with relevant explanations, has been prepared; however, the material could not be	1. Draft Law on e-Government has been prepared, opinions of competent authorities have been obtained and the Bill has been presented to the Government for adoption. 2. Opinions of competent authorities have been obtained, a proposal of the Decision has been submitted to the Government for adoption and the Working Group on Monitoring the Implementation of the e-Government Development Strategy in the Republic of Serbia has been formed	1. The Bill on e-Government should be submitted to the National Assembly of the Republic of Serbia by the end of 2016 2. After the new Government has taken office

						submitted for parliamentary debate due to the early general elections		
	MPALSG – EAD <u>Partners:</u> MPALSG MOIA BRA Republic Geodetic Authority MF – all administrations within it NBS AJSRB Statistical Office of the Republic of Serbia	1.4.2. Interoperable communication functioning between different information system services of SAB and LSGU introduced, based on the use of established main e-Government registers	2. Completion of the legal framework for e-Government	Q4 2015		<p>The strategic framework for implementation of activities in the field of e-Government in the Republic of Serbia has been completed. The Strategy of Development of e-Government with an Action Plan was adopted in December 2015 (Official Gazette of RS No. 107/15). This activity includes the enactment of the Law on e-Government (currently underway), the Law on Register of Citizens (within the sphere of competence of the MoIA), as well as the enactment of other sector-level laws within the competence of line ministries that incorporate segments related to e-government...</p> <p>The Working Party on Drafting the Law on e-Government was formed under Decision No. 119-01-00254/2015-17 of 3 March 2016 and has held 4 meetings to date. The working draft of the Law has been harmonised for the WG to elaborate in detail.</p>	<p>A Working Group of Liaison Officers for the Development of e-Government has been formed under Decision No. 119-01-15/2016 of 18 May 2016. The Working Party held 1 meeting. In which it compiled the Report on Implementation of the Action Plan for the e-Government Strategy as at 30 May 2016, which has been submitted to the EU Delegation. Further steps include the development of a new Action Plan, since the previous one covers the period until 2016</p> <p>Preparation of the working draft of the Law on e-Government will be continued after the new Government takes office. The drafting should be completed in Q4 2016</p>	<p>The Bill on e-Government should be submitted to the National Assembly of the Republic of Serbia by the end of 2016</p>
			4. Introduction of an electronic register of citizens,	Q4 2015		<p>Terms of Reference have been prepared. Drafting of the Law has not begun. The process is on hold until the</p>	<p>Work on the text of the Law is expected to begin once the Terms of Reference have been accepted</p>	Q2 2019



			including preparation and adoption of the relevant bill			EU Delegation passes a decision to initiate the public procurement procedure. As the preparation of the Terms of Reference took longer than expected, drafting of the Law has not begun, because of the thematic links between the two. The tendering procedure has been postponed due to internal procedures at the EU Delegation.		
			5. Opening of an address register for all applications	Q4 2015		Due to other priorities of the Republic Geodetic Authority, a functional address register has not yet been established.	Establishment of the Address Registry is a part of the project that is implemented by the RGA jointly with the World Bank.	Q2 2017
	MPALSG – EAD <i>Partners:</i> BRA MF – all administrations within it MOIA Republic Geodetic Authority	1.4.3. New electronic services which use main registers are established and widely promoted	1. Introduction of 3 new electronic services	Q4 2015	Electronic services based on the Central Registry of Compulsory Social Insurance and the Registry of Registry Records have been established for the registration of new-born babies and enrolment of children in preschool institutions, as well as for issuing of certificates that children are not enrolled in such institutions.			
	Competent tax authorities of LSGU		3. Promotion of introduced electronic services to state bodies and citizens and businesses	Q4 2017 (cont.)	Promotion takes place continually on social networks and in the media. Promotion of new services is based on the Promotion Programme and has included infographics and a promotional video on websites and social networks, as well as			

				appearances and interviews on national and other TV channels and in the printed media.			
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Specific objective 2:								
Establishing a coordinated public service system based on merits and promotion of human resource management								
Measure 2.1:		Establishment of a coordinated system of employment relations and salaries in public administration on the basis of transparency and fairness principles						
Activity implementation status 	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> Line ministries MF HRMS National Legislation Secretariat HCSC CSO	2.1.1. Coordinated labour law status of employees in all parts of public administration, with the aim of improving the application of de-politization and professionalization principles, i.e. establishment of a system based on merits (merit system)	1. Analysis of the system of responsibility and transparency of work in the public administration system and defining the direction of civil service systems development in public administration, based on single principles of de-politization, professionalization, merit principle etc.	Q4 2015	An analysis was performed of positive legislation defining the labour law status of employees in all parts of public administration in the Republic of Serbia with recommendations for establishment of a harmonized labour law status of employees in public administration.			

			2. Preparation and adoption of baselines (concept document) for introduction of a coordinated public service system with criteria for employment and advancement in accordance with transparency and competitiveness and merit principles and recommendations for advancement in all parts of the PA system	Q2 2016		The activity has not been implemented because of re-prioritization of activities of the Ministry on the basis of the needs of fiscal consolidation and optimization in the entire public sector. However, it should be noted that the Law on Salary System for Employees in Public Sector sets out that laws providing for the labour law status, salaries and other income in public services, authorities of autonomous provinces and LASGU, public agencies and other authorities and organizations founded by RS, autonomous provinces or LSGU must be enacted by 1 January 2017. The duty to enact laws.	Detailed analysis of the labour law status of employees in public services for normative regulation of a harmonized and single system of labour law relations in public services as part of the public service system.	Q4 2016
	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> Line ministries MF	2.1.2. Established A transparent and fair salary system in public administration established	1. Preparation and adoption of the bill on salaries in public administration and amending of special laws for implementation of laws on salaries, with consultations with the public	Q2 2015	The Law on Salary System in Public Sector (Official Gazette of RS, No.18/16) entered into force on 9 March 2016 and will take effect on 1 January 2017 and 1 January 2018 for police officers and the Serbian Army			

			2. Preparation and adoption of the job catalogue for all parts of the public administration system	Q2 2015		The third Job Catalogue has been prepared. It should be adopted in September 2016.	Under the Law on Salary System for Employees in Public Sector, a Government's instrument must be passed within 6 months of the date when this Law enters into force which will specify jobs of appointees in public services, public agencies and compulsory social security organizations.	
			3. Preparation and adoption of implementing regulations (regulations on coefficients, regulations on compensations of costs and other income)	Q4 2015		The Law on Salary System for Employees in Public Sector stipulates that compensation of costs and other income will be regulated by special laws or in accordance with special laws		

Specific objective 2:								
Establishing a coordinated public service system based on merits and promotion of human resource management								
Measure 2.2:		Improvement of the human resource management function in state administration by the end of 2017 through a strategic approach, with introduction of new instruments and strengthening of the HRM capacities						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> HRMS SAB where problems will be analysed MF	2.2.1 Elementary improved basic elements of HRM for prevention of further politicization of employment, attrition of the quality of personnel and in order to attract quality candidates for work in state administration	2. Preparation and adoption of proposal of amendments to the Law on Civil Servants in accordance with the analysis under act. 1	Q2 2015	A document titled “Civil Servant System Reform – Baselines” has been prepared, which proposes main directions of future amendments to the Law on Civil Servants. The Draft Law amending the Law on Civil Servants has also been prepared, on which competent public authorities provided their opinions.	The Law amending the Law on Civil Servants which has been prepared and submitted for the enactment procedure has not been enacted due to snap parliamentary elections and dissolution of the National Assembly.	After the Government takes office, the Draft Law amending the Law on Civil Servants will be re-submitted for the enactment procedure. The text of the Draft Law will be submitted to public authorities to provide their opinions and to bring the text into compliance with possible remarks and suggestions. After that it will be submitted to the Government for adoption of the Bill and then to the National Assembly of RS for adoption. After adoption of the Law amending the Law on Civil Servants it is necessary to propose amendments to secondary legislation which will support amendments to the Law and ensure implementation of all legal arrangements, particularly in implementation of human resource management instruments	Q4 2016
	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> HRMS	2.2.2 Consolidated institutional framework for development of HRM function in state administration	1. Integration of functions of creation and implementation of HRM policies through amendments to regulations providing for the	Q12016		The activity has not been implemented because of re-prioritization of activities of the Ministry on the basis of the needs of fiscal consolidation and optimization in the entire public sector – implementation of financial		

	SAB		civil servant system in accordance with 2.2.1.2), through formation of a special organisational unit within MPALSG which will assume all HRMS tasks			donor assistance is underway in order to continue work on improvement of the human resource management function.		
			2. Amending of the Bylaw on Internal organization and Job Classification in MPALSG and taking over of employees and material resources of the Administration for Joint Services of the Republic Bodies by MPALSG	Q1 2016		The activity has not been implemented because of re-prioritization of activities of the Ministry on the basis of the needs of fiscal consolidation and optimization in the entire public sector – implementation of financial donor assistance is underway in order to continue work on improvement of the human resource management function.		
	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> HRMS SAB CSO	2.2.3 Strategic HRM policy framework established and developed instruments for strategic HRM in the state administration improved	1. Horizontal analysis of HRM function in state administration as the basis for the second, in-depth phase of improvement of HRM in state administration	Q1 2016	Within the project financed by the UK Government titled “Towards a Central Training Institution for Public Servants”, which provides support to MPALSG for analysis and mapping of the existing capacities in the fields of human resources and public policies, an analysis of human resource management in the state administration of the			

					Republic of Serbia has been prepared			
			2. Development and adoption of baselines (concept document) for establishment of HRM strategic function with recommendations for the introduction of new instruments and establishment of policy of retention of personnel in priority areas based on FA results under act. 1	Q2 2016		The activity has not been implemented because of re-prioritization of activities of the Ministry on the basis of the needs of fiscal consolidation and optimization in the entire public sector – implementation of financial donor assistance is underway in order to continue work on improvement of the human resource management function		Q4 2016

Specific objective 2:								
Establishing a coordinated public service system based on merits and promotion of human resource management								
Measure 2.3:		Development and coordination of main human resources management functions for a broader system of public administration by introduction of a sustainable professional advancement system for employees in public administration by the end of 2017						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> HRMS SEIO SCTM CSO	2.3.1 Bases of the general professional advancement system for employees in public administration bodies and organizations established	1. Preparation and adoption (by a relevant Government's instrument) of the phased development plan for central institutions for professional advancement of employees in public administration	Q2 2015		<ul style="list-style-type: none"> • A project titled "Towards a Central Training Institution for Public Servants" has been implemented with support from the Good Governance Fund of the UK Government. • Within Component 1 – Public Policy and Legal Framework for Introduction of a Central Training Institution – an analysis human resource management in state administration in the Republic of Serbia was performed, on the basis of which the following was prepared: <ul style="list-style-type: none">) A concept document "Establishment of the Central Professional Advancement Institution in Public Administration in the Republic of Serbia", and) Baselines for work of the National Public Administration Academy 	<ul style="list-style-type: none"> • Preparation of an adequate Government's instrument which will define the phased development plan for the central professional advancement institution in public administration; • Submission of materials to the Government for review. 	Q4 2016 (December 2016)

					<p>"Proposals of Priority Professional Advancement Programmes".</p> <ul style="list-style-type: none"> • In addition, the Model Law on National Professional Advancement Academy in Public Administration with explanation has been prepared as a baseline for preparation of a draft law which would provide for formation of a central institution and other issues of relevance for its operations. 		
		2. Preparation and adoption of a draft instrument on establishment of a central institution, with consultations with the public	Q4 2015		<ul style="list-style-type: none"> • The Decision on Formation of a Special Working Group on Preparation of the Text of the Law on Founding of Central Professional Advancement Institution for Employees in Public Administration number: 119-01-48/2016-04 of 4 April 2016 has been passed, by which work on preparation of this Law has been initiated. 	<ul style="list-style-type: none"> • Preparation of the text of the draft law together with all institutions in charge, including the Office for EI considering its jurisdiction in coordination and implementation for training in the EU filed; <ul style="list-style-type: none"> • Passing of the Public Debate Programme for Draft Law; • Implementation of the Public Debate Programme for Draft Law; • Preparation of annexes in accordance with the government's Rules of Procedure; • Submission of the draft law with explanation and annexes in accordance with the Government's Rules of Procedure to competent authorities to provide their opinions; • Bringing the draft law in compliance with objections provided and preparation of a statement rejecting objections; • Submission of the draft law with explanation and annexes in accordance with the Government's 	Q2 2017 (June 2017)

						Rules of Procedure to the Government for the review and endorsement of the bill.		
			3. Preparation of a proposal of organizational structure, human resource plan and internal regulation of the work of central institution for professional advancement of employees in public administration	Q2 2016		Certain baselines in connection with this activity are contained in the concept document "Establishment of the Central Professional Advancement Institution in Public Administration in the Republic of Serbia" implemented with support from the Good Governance Fund of the UK Government within the project "Towards a Central Training Institution for Public Servants", Component 1 – Public Policy and Legal Framework for Introduction of a Central Training Institution (assessment of resources necessary to establish the institution, management authorities etc.).		
			4. Taking over the employees and equipment from HRMS and staff hiring for the central institution	Q2 2016				
	MPALSG – department competent for local self-government <i>Partners:</i>	2.3.2 The regulatory framework for development of human resource management	3. Presentation of the new legal framework to employees in local self-governments through	Q3 2015		The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met	Q4 2016

	SCTM MF Council of Europe (implements the EU IPA 2012 project) LSGU	function in AP and LSGU established	publications and other written materials			<p>Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU.</p> <p>After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated.</p> <p>The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation.</p> <p>Local and parliamentary elections.</p>	<p>In November 2016 preparation of an E- learning training programme for employees in LSGU on implementation of the law in human resource management function should be initiated, which will be implemented in the first half of 2017 (through an E-learning platform of SCTM)</p> <p>In July 2016, an advisory support system for local self-governments for implementation of the law has been introduced by the Standing Conference of Towns and Municipalities in cooperation with the Ministry, while a web page with questions and answers in connection with implementation of this regulation has been posted on the official website of SCTM.</p> <p>Preparation of two draft analyses is underway as part of activities on the project:</p> <p>1) Analysis to determine the main basis for engaging civil servants employed in autonomous provinces and LSGU as lecturers and regulation of payment for their engagement 2) Needs analysis for professional advancement in LSG and analysis of trainings held in LSGU in previous three years.</p>	
			4. Organization of informative seminars for introduction of decision makers and employees in the AP and LSGU	Q3 2015	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met	The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU		Q3 2016

				<p>6 information regional workshops were held for mayors and presidents of municipalities on implementation of the Law on Employees in LSGU and Autonomous Provinces. After completion of workshops, results were evaluated. Collected questions and answers in connection with implementation of the Law are available at the official website of SCTM with support from the Ministry.</p>	<p>implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU. After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated. The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation. Local and parliamentary elections Election of managers at the local government level</p>		
		5. Preparation and adoption of secondary legislation to establish human resource management instruments in accordance with the new legal framework	Q4 2015		<p>The reason for delay is postponement of time limits for enactment of the Law on Employees in Autonomous Provinces and LSGU. After enactment of the Law, this activity has been initiated.</p> <p>Parliamentary elections, the Government has not taken office.</p>	Preparation of two draft regulations which will be submitted for provision of opinions after the Government takes office: the Regulation on the Criteria for Classification of Jobs and the Criteria for Description of Jobs of Civil Servants in Autonomous Provinces and LSGU and the Regulation on Internal and Public Job Announcement in Autonomous Provinces and LSGU	Q4 2016

MPALSG – department competent for local self-government <u>Partners:</u> SCTM Council of Europe (implements the EU IPA 2012 project) LSGU	2.3.3 Strengthened capacities of employees in LSGU for human resource management	1. Preparation and publication of model local legal instruments and other documents necessary for implementation of laws, consultation with SCTM network of municipal administration managers and distribution at the local level	Q3 2015		The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU. After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated. The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation. Local and parliamentary elections Election of managers at the local government level	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met. The Draft Model Bylaw on Job Classification in Local Self-government and the Draft Model Human Resource Plan have been prepared. Consultations were made with SCTM network of heads of municipal administrations The final version of the model will be adopted after adoption of two regulations: the Regulation on the Criteria for Classification of Jobs and the Criteria for Description of Jobs of Civil Servants in Autonomous Provinces and LSGU and the Regulation on Internal and Public Job Announcement in Autonomous Provinces and LSGU.	Q4 2016
		2. Development of unit managers network for human resource management in AP and LSGU within SCTM	Q4 2015		The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met Initiation of this activity is planned for July 2016.	Q4 2016

					<p>implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU.</p> <p>After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated.</p> <p>The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation.</p> <p>Local and parliamentary elections</p> <p>Election of managers at the local government level</p>	<p>The network should be formed and the first meeting of the network should be held by the end of 2016</p>	
		<p>3. Evaluation of the existing human resources management software in LSGU and development of the concept of single electronic software for LSGU</p>	<p>Q4 2015</p>		<p>The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on</p>	<p>By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met</p> <p>The activity has been initiated in July 2016 by hiring of consultants for preparation of two analyses: Analysis 1) - which includes analysis of the existing human resource management software in local self-government units and development of a single software at the local level in accordance with legal arrangements and Analysis 2) –</p>	<p>Q4 2016</p>

						Salaries of Employees in LSGU. After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated. The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation. Local and parliamentary elections Election of managers at the local government level	which includes development of a single national monitoring system for trainings for employees in local self-government units. Preparation of the first two draft analyses and organization of consultative meetings with relevant institutions is underway.	
	MPALSG – department competent for local self-government <i>Partners:</i> SCTM Line ministries	2.3.4. A coordinated, permanent and sustainable system for professional advancement of LSGU employees established, which will contribute to increased levels of knowledge and skills of LSGU employees necessary for achievement of main postulates of modern local	1. Establishment of the Council for Professional Advancement of employees in LSGU	Q2 2015		postponement of time limits for enactment of the Law on Employees in LSGU and Autonomous Provinces. The Law has been enacted, after which the legal basis has been ensured for formation of the Council Local and parliamentary elections	The Government should take office With the aim of ensuring successful introduction of the professional advancement system for employees in local self-government units, the Government should form the Professional Advancement Council.	Q3 2016 After the Government takes office.
	European Integration Office Council of Europe (implements the EU IPA 2012 project) LSGU		2. Determination of roles and responsibilities of MPALSG and other ministries in connection with management of LSGU professional advancement tasks, including description of	Q3 2015		Postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2.	Formation of the Professional Advancement Council after the Government takes office. This activity is implemented by the Council and MPALSG After the Government takes office and after the Council is formed, the activity will be initiated	Q2 2017

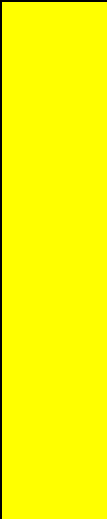

		self-government	employees' jobs and their professional training		<p>Enactment of the Law on Salaries of Employees in LSGU.</p> <p>After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated.</p> <p>The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation.</p> <p>The Law on Employees in Autonomous Provinces and LSGU has been enacted, after which the legal basis has been ensured for formation of the Council.</p>		
			3. Determination of mandatory elements for professional advancement programs for employees in LSGU and unique criteria in terms of requirements governing the procedure for general inter-sectoral and sectoral programs (rules for the adoption of programs, rules for the	Q3 2015	<p>The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU.</p> <p>After enactment of the Laws, the Agreement between the EU and the</p>	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met	Q4 2016

			evaluation of implemented programs)			<p>Council of Europe was signed and implementation of the project has been initiated.</p> <p>The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation.</p> <p>Local and parliamentary elections</p>		
			4. Determination of the requirements to be met by entities (natural persons and legal entities) for implementation of professional advancement programs for employees in local self-government units and initiation of the process of periodic accreditation of such entities	Q4 2015		<p>The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU.</p> <p>After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated.</p> <p>The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation.</p>	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met	Q4 2016

					Local and parliamentary elections.		
		5. Introduction of mechanisms for keeping records of approved and implemented general and special professional advancement programs for employees in LSGU	Q4 2015		<p>The reason for delay is postponement of time limits for enactment of laws which constitute two preconditions for initiation of implementation of the project Human Resource Management in LSGU implemented by the Council of Europe from EU IPA 2012 donations. 1. Enactment of the Law on Employees in Autonomous Provinces and LSGU. 2. Enactment of the Law on Salaries of Employees in LSGU.</p> <p>After enactment of the Laws, the Agreement between the EU and the Council of Europe was signed and implementation of the project has been initiated.</p> <p>The planned duration of the project was 36 months, but this period has been shortened to 24 months because of delay in implementation.</p> <p>Local and parliamentary elections.</p>	By initiation of implementation of the project Human Resource Management in LSGU the first condition for implementation of this activity has been met	Q2 2017


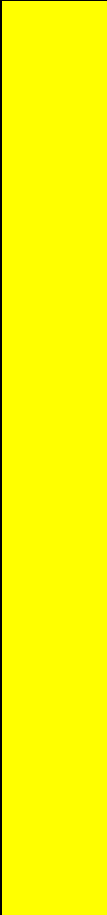
Specific objective 3:								
Improvement of public finances and public procurement management								
Measure 3.2:		Improvement of budget planning and preparation process						
Activity implementation status 	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MF – department competent for the budget <i>Partners:</i> RSPP GGS HRMS SCTM	3.2.1. Process of planning and preparation of the multi-annual budget program at all government levels is operatively and methodologically improved	1. Process analysis, monitoring and control of programme budgeting and identification of recommendations for improvement	Q1 2016	The analysis has been performed and the basis has been ensured for improvement of the programme budgeting methodology.			
			2. Improvement of the programme budgeting methodology and preparation of new instructions in accordance with the recommendations	Q2 2016		Draft amendments to the methodology have been prepared. The activity has been delayed because development of software for budget preparation and harmonisation of technical and methodological solutions are underway. The methodology will be officially published after completion of the software for budget preparation.	Adjusting software functionalities to the programme budget preparation methodology	Q3 2016
			3. Organisation of training of civil servants for improvement of the programme budget	Q2 2016		The activity has been delayed because the new programme budget preparation methodology, according to which trainings will be organized, has not been officially published yet.	Training for trainers is currently underway, which is organized in cooperation with HRMS. After completion of training we will have certified trainers for programme budget who will hold trainings in program budget.	Q3 2016

			6. Stenghtening the LSGU capacities for programme budgeting process in accordance with the programme budgeting methodology (trainings, workshops, guides, handbooks) and property management	Cont. in 2016 and 2017		7 sectoral workshops have been held with over 100 participants which were used as a basis for preparation of a new draft proposal programme structure for LSGU defined under Annex 5 of the Instructions for Preparation of Programme Budget, which is currently being reviewed by the Ministry of Finance.	Sectoral workshops are planned for improvement of uniform objectives and indicators A total of 12 regional workshops are planned for representatives of all LSGU, with expected attendance of 1000 representatives of LSGU.	Q3 2016 Q4 2016
ЕРП ФФМ	MF – department competent for the budget <i>Partners:</i> European Integration Office RSPP	3.2.2 Planning and implementation of capital projects according to the priority introduced and applied and predictability in implementation increased	1. Assessment of capital projects by budget spending units and defining of the implementation plan for assessed capital projects	Q3 2015		The Draft Regulation on the Content, the Manner of Preparation and Evaluation and Monitoring of Implementation and Reporting on Implementation of Capital Projects has been prepared. It is necessary to bring into compliance and consider all remarks and suggestions of all relevant actors involved in implementation of the Regulation.	Adoption of the Regulation on the Content, the Manner of Preparation and Evaluation and Monitoring of Implementation and Reporting on Implementation of Capital Projects	Q3 2016

Specific objective 3:								
Improvement of public finances and public procurement management								
Measure 3.3:		Improvement of the financial management system and control of use of public resources and internal audit						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MF – department competent for internal control and internal audit (CHU)	3.3.1. Mid-term framework for the implementation of internal financial control in the public sector adopted	1. Adoption of the new Strategy for Development of Internal Financial Control in the Public Sector for the period 2015 – 2019, with consultations with the public, key budget spending units and the European Commission	Q1 2015		The Draft Strategy for Development of Internal Financial Control in the Public Sector for the period 2016 – 2020 has been prepared, which will be adopted by the new Government.		Q3 2016
	MF – department competent for internal control and internal audit (CHU) <i>Partners:</i> MPALSG HRMS	3.3.2. . The financial management and control system (FMC) improved	1. Assessment of professional, administrative and institutional capacities in the Ministry of Finance in order to ensure full functionality of the Internal Control and Internal Audit Department for	Q4 2015		The Strategy for Development of Internal Financial Control in the Public Sector for the period 2016 – 2020 has not been passed. This Strategy should be used to assess professional, administrative and institutional capacities of MF in order to ensure full functionality of the Internal Control and Internal Audit Department for		Q2 2017


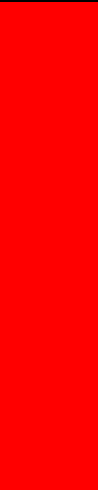

			implementation of act. within the sphere of competence of the central unit for harmonization of financial management and control			implementation of activities within the sphere of competence of the central unit for harmonization of financial management and control World Bank consultants performed a vertical analysis of MF, including the main internal control and internal audit unit. Two meetings were held with representatives of this unit. According to available information, the World Bank report is at its final stage and, depending on results of the analysis, recommendations and actual circumstances and legal possibilities, activities will be undertaken to strengthen professional, administrative and institutional capacities of the Internal Control and Internal Audit Department	
	MF – department competent for internal control and internal audit (CHU) <i>Partners:</i> HRMS	3.3.3. Capacities and functionality of the internal audit system improved	1. Assessments of professional, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the Internal Control and Internal Audit Department for implementation	Q4 2015		The Strategy for Development of Internal Financial Control in the Public Sector for the period 2016 – 2020 has not been passed. This Strategy should be used to assess professional, administrative and institutional capacities of MF in order to ensure full functionality of the Internal Control and Internal Audit Department for implementation of activities	Q2 2017

			<p>of act. Within the sphere of competence the of central unit for harmonization of internal audit</p>			<p>within the sphere of competence of the central unit for harmonization in the field of internal audit</p> <p>World Bank consultants performed a vertical analysis of MF, including the main internal control and internal audit unit. Two meetings were held with representatives of this unit. According to available information, the World Bank report is at its final stage and, depending on results of the analysis, recommendations and actual circumstances and legal possibilities, activities will be undertaken to strengthen professional, administrative and institutional capacities of the Internal Control and Internal Audit Department</p>		
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Specific objective 3:								
Improvement of public finances and public procurement management								
Measure 3.4:		Functional improvement of work of the budget inspectorate						
Activity implementation status 	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
	MF – unit responsible for budget inspection	3.4.1. Capacities and functionality of the budget inspectorate ensured	1. Assessments of professional, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the budget inspectorate	Q4 2015		Under the Public Finance Management Reform Programme 2016-2020, which was passed in November 2015, time limits for strengthening of capacities and functionality of the budget inspectorate have been delayed until the second quarter of 2016 and the fourth quarter of 2017. Under the Bylaw on Internal Organisation and Job Classification of 21 January 2016, the new Public Funds Control Department has been formed which in addition to the public procurement system and prevention of irregularities and frauds in management of the EU funds, also incorporates the budget inspectorate. World Bank consultants performed a vertical analysis of MF, including the budget inspection unit. Three meetings were held with representatives of this		Q4 2017

					unit. According to available information, the World Bank report is at its final stage and, depending on results of the analysis, recommendations and actual circumstances and legal possibilities, activities will be undertaken to strengthen professional, administrative and institutional capacities of the budget inspection unit. In addition, SIGMA consultants performed a functional analysis of the budget inspection unit and according to available information, their report is at the final stage. Implementation of recommendations will depend on the abovementioned circumstances, primarily legal possibilities.		
		2. Revision of the legislative framework for work of the budget inspectorate to ensure functionality in work in accordance with the defined responsibilities of the financial inspectorate compatible with the concept of	Q4 2015			Amending of the provisions of the Law on Budget System relating to the budget inspectorate. Amending of the Regulation on the Work, Powers and Credentials of the Budget Inspectorate. Passing of the single methodology on acting of the budget inspectorate during controls and regulation of work of the budget inspectorate accordingly.	Q4 2016

		internal financial control in the public sector						
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Specific Objective 4:								
Increase of legal security and improvement of the business environment and the quality of public services provision								
Measure 4.1:		Improvement of the legislative process as a part of a wider system of Government public policies management						
Status of activity implementation 	Institution responsible for implementation	Result	Activity	Deadline for implementation	Achieved progress, what has been accomplished with the activity	IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE PRESCRIBED DEADLINE OR HAS BEEN INITIATED		
						Reasons for the delay of plan and undertaken measured to resolve the problem	FURTHER STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Estimated time for implementation of the activity
	RSPP <i>Partners:</i> MPALSG (act 1) Republic Secretariat for Legislation GenSec MFin HRMC (Act 5) CSO	4.1.1. Improved process of development and implementation of regulations in a manner that ensures inter-departmental coordination and assessment of potential effects, monitoring implementation, evaluation and reporting on the implementation of the regulation	1. Prescribing the manner of education, function and responsibility of work groups for drafting of regulations (amendments to the Decree on principles of internal structure and job descriptions)	2. Quarter 2015		The amendments to the Act on principles for internal structure and job descriptions have not yet been adopted, however RSPP, in cooperation with MPALSG are conducting the necessary activities connected to the analysis of the current practices in education, functioning and responsibilities of the working groups for the preparation of regulations and public policies documents.	Drafting amendments to the Act on the principles of internal structure and job descriptions and adopting such amendments	1. Quarter 2017
			2. Preparation and adoption of the strategic document of the Government in connection with the legislation process (Regulatory Reform Strategy in RS for the period 2015-2017 and action plan for	3. Quarter 2015	The Strategy and the Action Plan were adopted on the Governmental session on 23 January 2016, in accordance with the Annual Operational Plan of the Government for 2016.			
								

			implementation of the Strategy)					
			3. Methodological improvement of the system of analysis of effect of regulations and analysis of effects of public policies documents	1. Quarter 2016		Underway are consultations related to the draft version of the Act on the methodology of public policy management, analysis of the effects of the public policies and regulations and the content of individual public policy documents. After completion of the consultations, the Act shall be adopted, and also a Law on the Planning system in RS.	Completion of the consultations and adoption of the Regulation	It is planned immediately after establishment and start of operation of the new Government to organize public debate for the drafted set of acts, and immediately after adopting the received comments to send to the Government the final drafts to be reviewed and adopted.
			4. Methodological arrangement of the system of analysis of effect of regulations and analysis of effects of public policies documents on the budget	2. Quarter 2016		Underway are consultations related to the draft version of the Act on the methodology of public policy management, analysis of the effects of the public policies and regulations and the content of individual public policy documents and the Regulation on the short-term planning of the state administration bodies. After completion of the consultations, the Act shall be adopted, and also a Law	Completion of the consultations and adoption of the Regulation	It is planned immediately after establishment and start of operation of the new Government to organize public debate for the drafted set of acts, and immediately after adopting the received comments to send to the

					on the Planning system in RS.		Government the final drafts to be reviewed and adopted.
			5. Preparation of the training program and implementation of civil servants training on the subject of analysis of effects of regulations and public policies documents, and the legislative process	2. Quarter 2015 - preparation on (4 th quarter 2017 – implementation)	<p>The activity is going according to plan. Prepared and implemented training programs in the area of the legislative processes:</p> <ul style="list-style-type: none"> - In the program of general continuous professional development of the civil servants participating in the preparation of regulations (Coordination and cooperation in the procedure of preparation of regulations, planning, preparation and application of regulations, application of grammar, stylistic and orthographic rules in drafting the regulations, analysis of the effects of the regulations – a way to quality regulations, harmonization with the EU Acquis, evaluation of the risk of corruption in the regulations), - In the introductory programs in the Program for the unemployed (Basics of the Legislative process) - In the program for general professional training, as the third module of the training on “Managing the legislative process”. In the first half of 2016, representatives of RSPP in the frames of the 	<p>Completion of the consultations and adoption of the acts.</p> <p>As necessary, and according to the Plan for realization of the Program of the administration, trainings shall be realized continuously to the end of 2017.</p>	4. Quarter 2017 (cont.)

				<p>stated programs held trainings on the topic of analysis of the effects of the regulations and on management of the legislative process. Around 35 students attended these trainings (Heads of different bodies of the State Administration and civil servants). These trainings contribute to the professional knowledge of the civil servants related to the analysis of the effects of the public policy documents and regulations, and for the improvement of the legislative processes. Programs have been created related to the conclusion of international documents, as well as programs for training of inspectors.</p> <p>A total of 10 trainers engaged by HRMS realized 11 trainings in this area, with 186 participants, who assessed their work with grade point average of 4.88, applicability of acquired knowledge – 4.39, and general grade of 4.71 for the quality of the realized training as a whole.</p> <p>After adopting the set of acts, training programs shall be additionally improved so that they would</p>			
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				completely support the solutions prescribed in the adopted acts, and the civil servant could be adequately prepared to apply such decisions and provisions in practice.			
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Specific Objective 4:								
Increase of legal security and improvement of the business environment and the quality of public services provision								
Measure 4.2:		Improvement of administrative procedures and provision of conduct of state administration bodies and bodies and organizations of public administration in deciding on rights, obligations and legal interests of citizens and other entities in accordance with principles of good governance						
Status of activity implementation 	Institution responsible for implementation	Result	Activity	Deadline for implementation	Achieved progress, what has been accomplished with the activity	IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE PRESCRIBED DEADLINE OR HAS BEEN INITIATED		
						Reasons for the delay of plan and undertaken measured to resolve the problem	FURTHER STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Estimated time for implementation of the activity
	MPALSG – Sector responsible for the matters of the State Administration <i>Partners:</i> HRMS CSO	4.2.3. Provided organizational and personnel prerequisites for implementation of the Law on General Administrative Procedure	1. The introduction of the test subject Administrative Procedure (LAP) as a mandatory part of the state examination and preparation of additional material for examination ⁹	1. Quarter 2016		<ul style="list-style-type: none"> Draft-act has been prepared regarding the amendments to the Act on the program and the manner of taking the State exam, by which the areas within the content of the examination subject in the Program for the State examination of the civil servants with higher education is being amended with addition of the subject – Administrative dispute and procedure, and in the Program for the State exam for the civil servants with secondary education the subject – Administrative procedure is added. In accordance with the Rules of Procedure of the Government, a Rationale 	<ul style="list-style-type: none"> Submitted draft-act, along with supplements to the Government, to be reviewed and decided on a session of the Government. Preparation and publication of an added issue of the Guidebook on taking the State exam, which contains a chapter about the subject – Administrative procedure 	IV quarter 2016 (December 2016)

⁹ When we will plan the amendments to the Program for the State professional exam and the preparation of the Exam Guidebook, we shall consider the option to include in the Program the issue of personal data protection, in accordance with the initiative of the Commissioner for public information and personal data protection, having in consideration the low level of application of the Law on Personal data protection.

					<p>has been prepared to the Act and other additions submitted together with the draft-act.</p> <ul style="list-style-type: none"> • Opinions have been collected from the competent bodies regarding the text of the Draft-act. • A procedure has been initiated for public procurement, whereby, among others, is the preparation of amended and completed issue of the Guidebook on taking the State exam, which contains a chapter about the subject – Administrative procedure 		
		3. Preparation of program and implementation of employees training in the organizational monitoring unit	2. Quarter 2016 - preparation 4. Quarter 2016 - implementation		<p>According to the Rulebook on internal structure and job descriptions of MPALSG, starting from January 2016, in the Sector for development of good governance, a small unit on monitoring the application of systemic laws has been established. This group is comprised of two employees, previously allocated in the Sector for normative issues. They have completed "Training of trainers" training regarding the Law on Inspection, in the first and second quarter of 2016, having in consideration that this is a Law in the field of operation of MPALSG.</p>	Implementation training for the new legal solutions in the process of reform of the public administration for the LAP, in the 3 rd and 4 th quarter of 2016 and other trainings as deemed necessary	IV Quarter 2016

			4. Preparation and implementation of program for professional development of civil servants and other employees in the public administration for implementation of LAP	2. Quarter 2016 - preparation 4. Quarter 2017 - implementation		<p>In the 2nd quarter of 2016, there was a public procurement by MPALSG, in two rounds, with subject services for the implementation of the process of promotion of the regulation and implementation of LAP (services for drafting educational guides) with delivery deadline for the subject of the procurement 30 days (for preparation of the guidebook for taking the State professional exam related to LAP) and 90 days (for preparation of a Practice book for implementation of LAP with forms for practical use),</p> <p>- In the 2nd quarter the FWC delegation prepared TOT in the frames of the Plan for public procurement for 2016, whose objective is development of a training program for trainers and providing mentorship in the implementation of the training for the civil servants</p> <p>Adopted on 09.03.2016, the Rulebook on the Program for general professional development of the civil servants employed in the State administration and Governmental services for 2016, according to which in Chapter II of the Program</p>	Development of methodology and training programs in accordance with the target groups, selection of future trainers, development of e-learning platforms and establishing an e-learning course with adequate mentorship.	I quarter 2017 (long-term)
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						<p>for general continuous professional development dedicated to the Management with the legal process and the administrative acts, a training is projected for General administrative procedure – introduction to the provisions of the new Law.</p> <p>HRMS with the support of GIZ project for legal and judicial reform realized one training on the implementation of the new LAP “General administrative procedure – introduction of the provisions of the new law”) (Lecturer: D. Milanovikj, PhD) with 38 participants. HRMS is planning to organize additional trainings to the end of the year.</p>		
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AP 23	<p>MPALSG – Sector responsible for the reform of the Public Administration</p> <p><u>Partners:</u></p> <p>Gen-Sec (act. 3) HRMS Competent ministries and other SAB</p>	<p>4.2.4. Public administration applies the principles of good governance in its work, and in particular provides a response to the needs of citizens in planning and implementation of public policies</p>	<p>2. SAB have improved and established internal procedures with aspects for more efficient response and decision making regarding rights, obligations and interests of citizens, including resolution of disputes filed by citizens, in accordance with the recommendation of the Ombudsman</p>	4. Quarter 2015		<p>According to the Operational plan of the Government for 2016, it is prescribed that the Government should prepare a Bill amending the Law on the Ombudsman and a bill on the amendments to the Law on free access to public information, which the Government should prepare and submit in further procedure, MPALSG. With these amendments to the laws, they would more precisely regulate the organizational structure regarding the relations with independent state bodies, the mechanisms of informing, etc.</p>	Formation of the Government	
AP 23			<p>3. SAB and GSG establish an organizational structure for relations with the Ombudsman (monitoring of procedure according to the recommendations, preparation of reports, etc.)</p>	4. Quarter 2015		<p>According to the Operational plan of the Government for 2016, it is prescribed that the Government should prepare a Bill amending the Law on the Ombudsman and a bill on the amendments to the Law on free access to public information, which the Government should prepare and submit in further procedure, MPALSG. With these amendments to the laws, they would more precisely</p>	Formation of the Government	

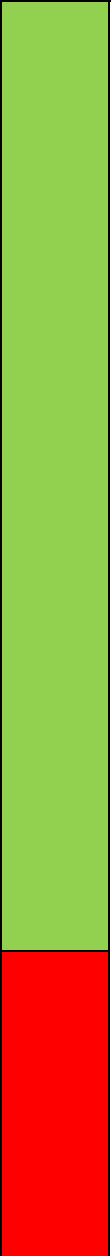
					regulate the organizational structure regarding the relations with independent state bodies, the mechanisms of informing, etc.		
		4. The introduction the Code of Good Governance in the bodies and organizations of the public administration	1. Quarter 2016		Not adopted		
		5. Strengthening of two-direction communication channels between citizens and public administration: - Preparation of plans for regular feedback by citizens regarding public services - introduction of obligation of taking into consideration of research results when adopting strategic and operational SAB plans	1. Quarter 2016				
		6. The introduction the Code of Good Governance and issues within the competence of	1. Quarter 2016		<ul style="list-style-type: none"> • A draft-act was prepared regarding the amendments to the Act on the program and manner of taking the State professional exam, by which the areas within 	<ul style="list-style-type: none"> • Submitted draft-act, along with supplements to the Government, to be reviewed and decided on a session of the Government. 	IV quarter 2016 (December 2016)

			the Commissioner for Protection of Equality into the state examination program and amendment of the state exam Guidelines			the exam subject – System of State administration in the Program of State exam for civil servants with higher education and Basics of the system of State administration and constitutional structure in the Program for the State exam for civil servants with secondary education related to the regulations in the field of competences of the Commissioner for protection of Equality. <ul style="list-style-type: none"> • In accordance with the Rules of Procedure of the Government, a Rationale has been prepared to the Act and other additions submitted together with the draft-act. Opinions have been collected from the competent bodies regarding the text of the Draft-act.		
		8. Preparation and implementation of training programs of employees in the Civil Service on Code of Good Governance, particularly horizontal incorporation into the content of training which are a part of the	2. Quarter 2016 - preparation on 4 th Quarter 2017 implementation	<ul style="list-style-type: none"> • Adopted on 09.03.2016, the Rulebook on the Program for general professional development of the civil servants employed in the State administration and Governmental services for 2016, according to which in Chapter VIII of the Program for general continuous professional development dedicated to the Protection of Minority and human rights, part 3 on the Human rights and 	<ul style="list-style-type: none"> • A draft-act was prepared regarding the amendments to the Act on the program and manner of taking the State professional exam, by which the areas within the exam subject – System of State administration in the Program of State exam for civil servants with higher education and Basics of the system of State administration and constitutional structure in the Program for the State exam for civil servants with 	<ul style="list-style-type: none"> • Submitted draft-act, along with supplements to the Government, to be reviewed and decided on a session of the Government. Preparation and adoption of a draft-rulebook, upon collecting the opinion of the High administrative council and implementing a procedure in accordance with the Rules of Procedure of the Government.	IV quarter 2016 (December 2016)	

			<p>general program of professional development</p>	<p>personal data protection, in the training on Human rights protection there are issues on the generally accepted standards and principles of good governance.</p> <p>HRMS according to the adopted Program organized a training on the Protection of human rights and Ombudsman, with lecturers from the office of the Ombudsman</p>	<p>secondary education have been amended with questions related to the regulations on the principles of good governance.</p> <p>In accordance with the Rules of Procedure of the Government, a Rationale has been prepared to the Act and other additions submitted together with the draft-act.</p> <p>Opinions have been collected from the competent bodies regarding the text of the Draft-act.</p> <p>After adoption of the Act amending the Act on the program and manner of taking the state professional exam, a Rulebook shall be adopted on the amendments to the Rulebook on the Program on general professional development of the civil servants in the State administration and the Governmental services for 2017, by which, the content of the relevant modules of the Introductory program for general training for taking the State professional exam of the candidates and newly employed shall be amended in accordance with the prescribed Act.</p>		
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Specific Objective 4:								
Increase of legal security and improvement of the business environment and the quality of public services provision								
Measure 4.3:		Reform of the inspection supervision and ensuring better public interest protection, with reducing administrative costs of inspection supervision and increase of legal security of subjects of the inspection supervision						
Status of activity implementation 	Institution responsible for implementation	Result	Activity	Deadline for implementation	Achieved progress, what has been accomplished with the activity	IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE PRESCRIBED DEADLINE OR HAS BEEN INITIATED		
						Reasons for the delay of plan and undertaken measured to resolve the problem	FURTHER STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Estimated time for implementation of the activity
	MPALSG – Sector for Inspection related issues <i>Partners:</i> Competent ministries RSPP EAD – MPALSG (act. 4) Ombudsman	4.3.2 Provided coordinated work of all inspections	2. Analysis of the inspections' business processes	4. Quarter 2015		-Underway is the finalization of the analyses, with the support of USAID -The coordinative commission and the Group for monitoring the implementation of the systemic regulations in the field of MPALSG regularly monitor and analyse the work of the inspections and measure undertaken measures in direction of application of the provisions of the Law on Inspection supervision, with the support of consultants from USAID Project for better business conditions. - On a monthly level, and on a predetermined form, inspections deliver information about the work of working groups and professional teams, as well as report on the control of unregistered entities	Realization of specification for software development - Completing the analysis of the business processes of all Inspections on a State level is in its final phase	III quarter 2016 (long-term)

			3. Provision of support to the Coordination Commission work and functioning	4. quarter 2017. (cont.)	<p>1. In the period from January until June 2016, 3 sittings were held of the Coordination board for Inspection supervision In addition to the regular activities, such as the review of monthly reports of the inspections regarding results of control of unregistered entities, reports on the work of working groups and professional teams, and activities related to the implementation of the Training program for inspectors regarding the Law on inspection supervision, each session has on its agenda the review of an individual topic or current problem which through the members of the Board or professional teams and groups are reviewed, processed or overcome.</p> <p>2. For the purpose of further support for the work and function of the Coordinative commission, a public procurement was announced for services of analysis of the implementation process of the Law on inspection supervision, according to lots, estimated value of 7.875.000.00 dinars, VAT excluded</p>			
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					<p>- Lot 1 – Improvement of the internal organization of the inspection work, estimated value of 3.750.000.0 dinar, VAT excluded.</p> <p>- LOT 2- Improvement of the planning of the inspection supervision, estimated value of 3.625.000.00 dinars, VAT excluded</p> <p>- LOT 3- Improvement of the transparency of the work of the Coordinative commission and inspection, estimated value of 500.000.00 dinars, VAT excluded.</p> <p>The Call was announced with a Decision as of 16 June 2016.</p> <p>Call for tenders and tender documentation, published on the Portal for public procurements and the internet page of the contracting authority on 24 June 2016.</p> <p>The deadline for submitting the offers is 28 June 2016.</p>			
			4. Establishment and maintenance of a single information system (e-inspector) for pilot inspections	4. quarter 2017. (cont.)		<p>The second phase of the project has not started according to the projected process of public procurement, and the internal procedure of the MFin related to the Sectorial budget support. Two letters have been sent by EAD to MFin.</p>	It is necessary to provide funding for the project in total of 200 million RSD.	18 months from the beginning of the procurement

			<p>5. Monitoring the implementation of obligations arising from the Law for republic inspections and other state organs, ex-post analysis and taking measures for application improvement and implementation of training for employees in relevant ministries who perform these tasks</p>	<p>4. quarter 2017. (cont.)</p>	<p>This activity, for the stated reporting period is realized through collection of monthly reports on inspection supervision of unregistered entities and information on the work of the working groups and professional teams within the Commission for coordination of the inspection supervision. These reports and information are being delivered through forms specially intended for that purpose.</p> <p>1. The results of the conducted inspections on unregistered entities are expressed in the data received from the Agency for economic registries. According to the data of the Economic registries Agency, the number of newly registered entities for the first six months (Jan-Jun 2016) is 18.299. The total number of newly registered entities in the period from the beginning of application of the law (August 2015- June 2016) is 33.932, which is the same compared to the previous year, Aug 2014-Jun2015, when the number was 27.614, 22.9% higher. In the previous two months (May-Jun 2016), i.e. in the period of the beginning of</p>			
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				<p>full application of the Law on Inspection supervision, the total number of newly registered entities was 8.157, which compared to the same period in 2015, when the number was 4.761, is 71.3% higher. Also in the same period, we notice</p> <p>Based on the monthly reports of the Inspections for the period January-June 2016, in total of 115.805 conducted inspection supervisions, a total of 1.836 unregistered entities were identified.</p> <p>The Inspection practice has shown that persons, especially unregistered entities abuse the rights related to housing, using it as an office space for illegal function of their entity, and in this group are those with critical level of risk. Due to this, the Law on Inspection supervision prescribes a procedure for conducting inspection in housing premises in the procedure of the inspection visit. According to the data from the reports of the Inspections for the above mentioned months, with a Court order there was inspection of 30 housing premises, and upon request or termination of</p>			
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				<p>the holder of property in 316 cases, and there were submitted 1146 reports for punishable acts and 242 misdemeanour reports. In relation to the results of the State inspections controlling unregistered entities, based on the monthly reports of the inspections for the period from the beginning of application of the Law, August 2015- June 2016, in around 202.000 of the total inspection supervisions, there was 5.151 unregistered entities identified.</p> <p>2. At the moment there are 7 working groups and two professional teams:</p> <p>a) Working groups for Prevention of illicit trade; safety of buildings; food; protection of natural resources; public health; catering and hospitality; internal supervision.</p> <p>b) Professional teams for: Prevention of informal labour (grey economy); transport of passengers and goods in the road, water and rail traffic.</p> <p>The working group, i.e. professional team is led by a member of the Coordinative commission, and in the work of the working group or</p>			
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					professional team may participate representatives of Inspections which do not have members in the Coordinative commission, holders of public authority, associations, chambers and other associations, scientific and educational institutions, as well as other organizations whose work is related to the system and the work of the Inspection supervision.			
	MPALSG – Sector responsible for the work of the Inspections <i>Partners:</i> MPALSG MPALSG – EAD (act. 7) HRMS Competent ministries and bodies	4.3.3 Increased capacities of the Inspection services in the introduction of the new system for inspection oversight	1. Establishment of the Commission conducting the exams for the inspectors	1 st quarter 2016.		1. Collected number of candidates, as follows: The total number of candidates is 1653 . State Inspection -1050 AP Vojvodina - 41 LSU - 562 2. Funds allocated for that purpose for 2016 amount to 2.120.000,00 RSD . 3. Delivered proposals for the candidates – shall be assessed by USAID It was estimated that it would not be beneficial to establish the Exam Commission since the Government is technical.		The Commission shall be trained after establishing the Government, according to the deadlines determined with the law, which is the beginning of September 2016.
				2. Implementation of exams for inspectors	4 th quarter 2016. (from 2nd quarter of 2016.)		Implementation of the results of this activity, related to the number of candidates taking the exam for inspectors, as well as the number of those who passed, or did not pass the exam will depend on the fact whether there will be new vacancies for	


						organization of the work for the inspector exam or such work shall be added to the civil servants who are now organizing the State professional exam.		Ministries, upon formation of the new Government
			4. Providing technical and communication infrastructure and conditions for work of the individual inspectorates (cont.)	4 th quarter 2017. (cont.)		<p>Introduced and applied international inspection standards and restructuring of individual inspections in accordance with modern solutions (management, quality assurance, internal control, inspection practices, etc.) for example, in the case of market inspection, labour inspection, tourist inspection and other.</p> <p>- Priorities have been identified within the Strategic policy for different areas, in accordance with the Law on Inspection and allocating funds and other resources.</p> <p>- Continuous promotion of the technical and communication infrastructure and conditions for work of the individual inspections, in accordance with the results from the competent inspections and performed analyses, as well as in relation to procurement of hardware and software for the e-inspector.</p>	- Procurement of hardware – estimation (EAD) and conducting public procurement for software for e-inspector and improvement of the inspection oversight (organization, planning and transparency). Prepared technical specification, and in relation to the procurement of hardware and software, it is necessary to conduct additional estimates and analyses	IV quarter 2017. (long-term)
			5. Preparation of guidelines, methodological and instructional materials and documents for individual areas	4. quarter 2017. (cont.)		<p>A Guidebook was prepared for application of the Law on Inspection oversight, along with other material publically available on the official site of the Coordinative commission http://inspektor.gov.rs/</p>	- Preparation of a Guidebook, methodological and instructive materials and documents for individual areas of the inspection oversight by the line ministries and competent bodies. (this is also due to the necessity to harmonize the provisions of individual laws with the Law on inspection, in accordance with article 69 from the Law on	IV quarter 2017. (long-term)

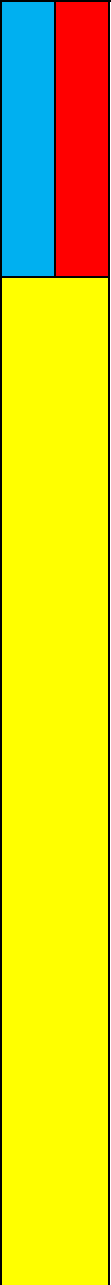
			of inspection control.			(methodological explanations for the unregistered entities, for preparation of check-lists, for inspection in housing areas, coordination of the inspection visits AI and LSU, models of compliance statements in relation to different laws and the Law on Inspection, etc).	Inspection, according to which, after the Government establishes the necessary scope for harmonization of certain laws, the provisions of such laws shall be harmonized with the provisions of the Law on Inspection oversight, within a period of the next six months). - Preparation and implementation of regular trainings and other forms of professional development for the inspectors and regular inspection of their knowledge by the competent ministries and bodies. - Preparation and implementation of special training programs for the newly employed inspectors and mentorship.	
			6. Preparing and implementation of regular training and other forms of professional development for inspectors and younger inspection personnel - mentoring and regular examination	4th quarter 2017. (cont.)	1. In the period from January until the end of April 2016, there were organized six trainings, in Novi Sad, 4-5 February, Nish, 25-26 February, Kragujevac 3-4 March, Valjevo, 7-8 April and two trainings in Belgrade, 24-24 March and 21-22 April, with 225 inspectors attendees. The targeted number of inspectors for the training was 220, whereas, 326 inspectors completed the training, and the interest for this type of training is still big. 2. Adopted on 09.03.2016, the Rulebook on Establishment of a Program for general professional development of the civil servants working in the State administration and Governmental services for			

				<p>2016, according to which, in the Program for general continuous professional development of civil servants, in Chapter III Inspection oversight, a training program is planned for the exam for inspectors (composed of 5 modules according to the Rulebook on the Program and the manner of conduction of the exams for inspectors) as well as a program for continuous professional development of inspectors "Towards more efficient Inspections"</p> <p>3. In accordance with adopted programs, HRMS has organized two trainings "Towards more efficient Inspections" for 47 inspectors. The trainings were realized by certified trainers, with budget provided by HRMS. At least 2 more trainings are planned until the end of the year due to the big interest with the candidates.</p> <p>4. SCTM, with the support of USAID Project for improving business conditions and OSCE, organized e- trainings through the project intended for local inspectors, and 1.100 participants completed the training.</p>			
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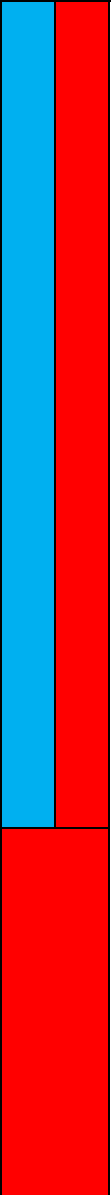
				5. First advanced training program was held – “Training of trainers” Held in Fruska Gora. (30 June/1July). 20 candidates attended the training.			
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Specific Objective 4:								
Increase of legal security and improvement of the business environment and the quality of public services provision								
Measure 4.4		Увођење и промоција механизма којима се обезбеђује квалитет јавних услуга						
Status of activity implementation	Institution responsible for implementation	Result	Activity	Deadline for implementation	Achieved progress, what has been accomplished with the activity	IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE PRESCRIBED DEADLINE OR HAS BEEN INITIATED		
						Reasons for the delay of plan and undertaken measured to resolve the problem	FURTHER STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Estimated time for implementation of the activity
	MPALSG – Sector for European Integration and projects <i>Partners:</i> RSPP SAB	4.4.1 Implemented instruments for quality management in state administration bodies	1. Analysis of the level of satisfaction, demands and expectations as regards the quality of public services (key stakeholders: citizens, civil society, economy, employed in the public administration)	2 nd quarter 2016.		A condition for full realization of this activity is the realization of the activity under 1.1.6.	Provided funds within the bilateral cooperation between the Republic of Serbia and Federal Republic of Germany, for the realization of the following activities related to improvement of the quality control within the public services	The project should start with the realization in the second half of 2016.


Specific objective 5:								
Increasing citizens' participation and transparency, improving ethical standards and responsibilities in performance of public administration activities								
Measure 5.1:		Improvement of conditions for participation of the interested public in work of public administration, with increase of availability of information on the work of public administration and public finances						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
 AP 23	MPALSG – department responsible for state administration <i>Partners:</i> Commissioner for Information of Public Importance MF (act. 3) GGS CSO LSGU	5.1.1 All pieces of information on work of public administration (number of employees, finances, activities) are available on the Internet and presented in the standardized form	2. Preparation and adoption of proposal of amendments to the Law on Free Access to Information of Public Importance, which would increase proactive publishing and updating of publicly available information	Q4 2015	Under the Action Plan for Negotiation Chapter 23 (adopted on the Government's session held on 27 April 2016), implementation of this activity is planned for the fourth quarter of 2016. Under the Decision number 011-00-309/2014-17 of 31 March 2015, a special working group has been formed for preparation of the text of the Draft Law. Five meetings of the working group were held and also consultative meetings with judges of the Administrative Court, a legal advisor of Transparency Serbia and persons authorized for free access to information of public importance within ministries. A workshop on freedom of information was held in cooperation with the Commissioner's Office. In	Expert meetings are planned to be held, which will be based on information collected by SIGMA consultants and prepared reports with proposals of possible amendments to the Law, where possible arrangements would be reviewed and defined.	Q4 2016	

					<p>March and April 2016 meetings were held with representatives of SIGMA, the consultants of which had talks with the Commissioner to collect relevant information and views regarding the volume of amendments to the Law.</p>		
		<p>3. Publishing of the civil budget of RS and local self-governments and reports on budget execution, submitted minimum twice in a year by ministers or local self-government unit authorities responsible for finance to the Government or to the competent local self-government authority for review, adoption and submission to the National Assembly or a local self-government assembly (AP OGP)</p>	<p>Q2 2016</p>		<p>These are measures under AP OGP for 2014-15:</p> <p>1a. Civil budget of RS was published in July 2015 at the official website of the Ministry of Finance: http://www.mfin.gov.rs/UserFiles/File/dokumenti/2015/Gradjanski_vodic_kroz_budzet.pdf</p> <p>16. Civil budgets of LSG were published only in a number of LSGU. Measures to increase the number of LSGU which publish their civil budgets have been included in AP OGP for 2016-17</p> <p>2a. The Public Finance Bulletin is published monthly at the official website of the Ministry of Finance and is thus available to all interested persons, which ensured open access to information На интернет страници: http://www.mfin.gov.rs/pages/issue.php?id=1568</p> <p>26. LSGU have the duty to publish their budgets in a</p>	<p>The working group for preparation of AP OGP for 2016-17 will consider a possibility to include in the said AP measures for improvement of these results</p>	<p>For passing of AP OGP – October 2016, for implementation of AP OGP – June 2018</p>

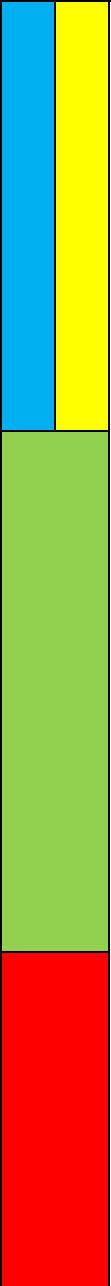
						local official gazette. However, in monitoring of implementation of the activity which includes publishing of reports on budget execution it was found that there is no mechanism or capacities to monitor implementation of this activity at the local level		
	MPALSG – department competent for international cooperation	5.1.2. CSO and citizens are involved in the process of making, implementation and monitoring of public policies at national and local levels	1. Signing of the Additional Protocol to the Charter which guarantees the participation of citizens in local self-government tasks (AP OGP)	Q2 2015		Implementation of the activity will not begin until the Government takes office	Amending of the Government's Resolution on Giving Authorizations for Signing of the Protocol	After the new Government takes office
	<i>Partners:</i> Office for Cooperation with Civil society National Legislation Secretariat SCTM CSO		2. Preparation, consultations and adoption of the Strategy to Ensure Environment Conductive to the Development of Civil Society in Serbia for the period 2015-2019 and the Action Plan on its implementation (AP OGP)	Q3 2015		Draft Strategy prepared, Implementation of the activity will not begin until the Government takes office	Submission of the Draft Strategy to the Government for adoption after the Government takes office	After the new Government takes office
			3. Preparation, consultations and adoption of proposals of amendments to the provisions of	Q4 2015		A more comprehensive amending of the Law on Public Administration is planned, not only for the provisions relating to transparency and	Work on amendments to the Law on Public Administration	Q4 2016

		<p>the Law on Public Administration relating to transparency and cooperation with CSO and other relevant regulations in order to bring cooperation standards of SAB with civil society in compliance with the Council of Europe standards and with the UN Convention against Corruption (in accordance with the previously conducted analysis of shortcomings)</p>			<p>cooperation with CSO and other relevant regulations. In accordance with the horizontal analysis performed by the World Bank, the scope and direction of necessary amendments has been reviewed.</p>		
		<p>4. Preparation and adoption of secondary legislation which regulates in detail the manners of cooperation between state administration and associations and other CSO</p>	<p>Q4 2015</p>		<p>A more comprehensive amending of the Law on Public Administration is planned</p>	<p>The activity will be implemented after completion of activity 3 under measure 5.1.2</p>	<p>Q4 2016</p>

			5. Conducting campaigns to inform the public on mechanisms for participation in the procedure of passing of regulations at all levels (the duty specified under APNACS)	(Q4 2015)		A multidepartment working group has been formed to prepare the campaign plan and programme (18 November 2014). The Campaign Plan and Programme with the Action Plan for its implementation have been prepared in January 2015. Preconditions under objective 3.1.3 of APNACS for professional and proper implementation of the campaign have not been ensured, which relate to improvement of the existing legal framework for civil participation.	It is necessary to amend and adopt the legal framework which regulates lobbying and participation of the public in passing of regulations, with improvement of mechanism for more efficient participation of the public in passing of regulations at all levels (amendments to the Law on National Assembly, the Law on Public Administration, the Law on Local Self-government, the Law on Ombudsman, the Law on National Bank and the Law on Reference and Popular Initiative...)	
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Specific objective 5:								
Increasing citizens' participation and transparency, improving ethical standards and responsibilities in performance of public administration activities								
Measure 5.2:		Strengthening the integrity and ethical standards of employees in public administration and reducing corruption through strengthening of prevention mechanisms						
Activity implementation status	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
 АП 23	MPALSG – department competent for labour law relations and salaries <i>Partners:</i> Ministry of Justice (act. 1 и 5) HCSC (act. 3, 4) SAB ACA (act. 6 and 7) SCTM HRMS CSO	5.2.1 Mechanisms for ensuring of ethical standards and integrity of employees in public administration improved	1. Feasibility study on regulation of the legal framework for prevention of conflict of interests in public administration	(Q4 2015)		In September 2015, the Ministry of Justice, in cooperation with the Anti-Corruption Agency, initiated implementation of the Action Plan on implementation of the National Anti-corruption Strategy (hereinafter referred to as “the Action Plan”). Revision has been stipulated as a duty under the Action Plan itself, under measure 5.5., with the time limit for completion until the end of 2015. Before the revision process, a comprehensive consultation process was performed which included continual meetings with representatives of all relevant institutions included in implementation of the Strategy. Revision has been performed on the basis of evaluation of implementation of the strategy in previous reports		

							<p>of the Agency, submitted contributions by all responsible entities listed in the Action Plan, observed difficulties in implementation and supervision of implementation of this Strategy, as well as on the basis of the fact that Action Plan for Chapter 23 stipulates the same or essentially similar duties as the Action Plan. Thus, all activities specified under the Action Plan for Chapter 23, which are also specified under the Action Plan, will continue to be monitored through adequate activities in Chapter 23. This solution is used to avoid double reporting on the same activities under two different strategic documents. Certain measures and activities have been re-formulated or redefined to ensure their successful implementation. Time limits for implementation of activities are defined by quarters, while new, more realistic time limits have been set for activities for which time limits have expired. Certain indicators have been re-formulated where this was necessary to ensure easier monitoring of implementation of measures and activities.</p>		
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					Finally, responsible entities have been changed where competences of ministries have been separated. In view of the foregoing, the majority of duties relating to the field of conflict of interest (objective 3.1.2) have been delayed until 2017 and 2018, while the Anti-corruption Agency is the responsible entity for the majority of these measures.		
		2. Analysis of the quality and implementation of the existing codes of conduct for civil servants and codes of conduct for employees in LSGU, comparison with examples of good European practices, with recommendation for improvement	Q2 2016	The High Civil Service Council prepared for the Code of Conduct for Civil Servants the Report on Compliance with the Code of Conduct for Civil Servants for 2015 with notes which may be considered the analysis of provisions of the Code and its implementation		Under the Law on Employees in Autonomous Provinces and Local Self-government Units, which entered into force on 12 March 2016 but will take effect on 1 December 2016, employers must pass a code of conduct for civil servants and appointees within one year of the date when the Law takes effect y (until 1 December 2017)	
		6. Preparation and adoption of integrity plans in PA bodies and organizations PA in accordance with the guidelines and schedule specified by ACA	In accordance with the schedule specified by ACA		In 2015 and in the first quarter of 2016, the Anti-corruption Agency prepared model integrity plans and software which will be used by bodies bound by integrity plans for assessment of corruption risk and planning of measures and activities for reduction of risks, which will constitute the content of	After the software is tested and application is commissioned, i.e. after it becomes available to bodies bound by integrity plans, the Agency will publish the Guidelines for Preparation of Integrity Plans which will contain time limits for preparation and implementation of these documents. It is expected that bodies bound by integrity plans will initiate preparation of plans in September 2016.	September 2017

						their integrity plans. Since the software for preparation of integrity plans is very complex, the Agency is still testing this software.		
	Ministry of Justice – Coordination Group for Implementation of the National Anti-corruption Agency <i>Partners:</i> HRMS	5.2.2. Effectiveness of the system for protection of whistleblowers (people who report suspect corruption) in public administration improved	1. Ensuring technical requirements for effective implementation of the Law on Protection of Whistleblowers	(Q4 2015)	In the previous period, equipment has been delivered after conclusion of contracts with contractors in two public procurement procedures carried out by the Ministry of Justice - procurement of computer equipment for judicial authorities and development of data storage centres. Procured equipment includes servers and server equipment, network equipment, workstations and scanners. The aim of these procurements is strengthening of the work capacity of judicial authorities (including those responsible for criminal proceedings), as well as to ensure availability of information systems used in the judiciary sector and thus indirectly to ensure conditions for efficient implementation of the Law on Protection of Whistleblowers.			
			2. Adoption and implementation of training programs for implementation of the Law on	Q2 2016	The Human Resource Management Service is responsible for professional advancement of civil servants in state administration authorities			

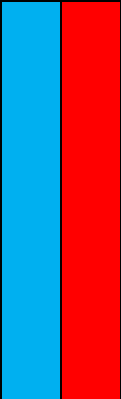
			Protection of Whistleblowers for employees in PA		<p>and in the Government's service. A training plan and programme titled "Protection of Whistleblowers" was prepared in 2014 in cooperation with a representative of the Magistrate's Court in Belgrade, who was a member of the working group for preparation of the Law on Protection of Whistleblowers, and is a part of the General Continual Professional Advancement Programme (programme field is fight against corruption) adopted on 31 March 2015 under the Bylaw on Adoption of the General Professional Advancement Programme for Civil Servants in State Administration Authorities and in the Government's Service for 2015 by the Minister of Public Administration and Local Self-government.</p> <p>According to the adopted programme, the "Protection of Whistleblowers" training was held on three dates: on 25 August 2015, on 13 November 2015 and on 10 December 2015. A total of 62 participants underwent training and the target group were all civil servants. As regards 2016, it is planned to address the</p>			
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				<p>topic of protection of whistleblowers within two one-day trainings for two target groups:</p> <ol style="list-style-type: none"> 1. Protection of whistleblowers – basic training (target group: all civil servants; objective: to introduce civil servants to the concept and types of whistleblowing, conditions under which whistleblowing can be done, conditions for and the procedure of protection of whistleblowers, as well as other rights under the Law on Protection of Whistleblowers) 2. Protection of whistleblowers – training for authorized persons (target group: persons authorized to act on reports in connection with whistleblowing; objective: to introduce trainees to international standards and practice of the European Court of Human Rights regarding protection of whistleblowers in terms of the right to freedom of expression, as well as to key concepts specified by the Law on Protection of Whistleblowers to ensure better understanding of the concept and purpose of whistleblowing and protection of whistleblowers). In 			
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					<p>addition, at a training held in January 2015, outside the period covered by this report, about 600 judges from Belgrade, Nis, Novi Sad and Kragujevac obtained certificates and underwent training of the Judiciary Academy.</p>			
			<p>3. Organization of an awareness-raising campaign on the importance of whistleblowing the use of channels for reporting of unlawful actions</p>	<p>Q2 2016</p>	<p>The Law was adopted on 26 November 2014 and entered into force on 4 December 2014. It was however planned to gradually introduce it so that relevant institutions would assume important functions and have time to adjust. The Law took effect on 5 June 2015, which was marked by launching of the campaign "Whistleblowers are now Stronger".</p> <p>The Ministry of Justice, with assistance from the USAID Judicial Reform and Government Accountability Project (JRGA), launched a media campaign and an awareness-rising campaign. According to JRGA, the campaign lasted one month and resulted in 120 press reports on the said Law and over 300 promotional reports on national TV channels, such as RST, B92 and RTV1. A promotional website www.uzbunjivaci.rs was developed as part of the project. Promotional</p>			

					materials were distributed in public transport in three cities in Serbia – in Belgrade, Novi Sad and Nis.			
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Specific objective 5:								
Increasing citizens' participation and transparency, improving ethical standards and responsibilities in performance of public administration activities								
Measure 5.3:		Strengthening the external and internal control supervision mechanisms in public administration						
Activity implementation status 	Institution responsible for implementation	Result	Activity	Time limit for implementation	Progress made, achievements made through activity	IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED		
						Reasons for deviation from the plan and measures taken to address issues	FUTURE STEPS Key steps necessary to implement the activity, with recommendations (milestones)	Expected time of completion of the activity
АП 23	MPALSG – department competent for regulatory affairs <i>Partners:</i> GGS MF Ministry of Justice (act. 7) National Property Directorate Commissioner for Information of Public Importance and Personal Data Protection	5.3.1 The legal framework and work conditions for public authorities which perform external control of the administration improved	1. Preparation, consultations and adoption of the Draft Amendments to the Law on Ombudsman in accordance with the Resolution of the National Assembly of 2014	Q3 2015		Under the Decision number 011-00-308/2014-17 of 31 March 2015 a special working group for preparation of the Draft Law was formed. Three meetings of the working group were held. In April 2016, meetings were held with representatives of SIGMA, the consultants of which had talks with representatives of the Ombudsman to collect relevant information and views on the scope of amendments to the Law. Under the Action Plan for Negotiation Chapter 23 (adopted at the Government's session held on 27 April 2016), implementation of this activity has been set for the fourth quarter of 2016.	Expert meetings are planned to be held, which will be based on information collected by SIGMA consultants and prepared reports with proposals of possible amendments to the Law, where possible arrangements would be reviewed and defined.	Q4 2016 године
			2. Provision of offices to address the issue of inadequate	Q3 2015		According to the Government's Rules of Procedure, acting on the Ombudsman's request, the		

	<p>Ombudsman</p> <p>Commissioner for Protection of Equality</p> <p>SAI</p>	<p>premises of the Ombudsman (by passing of an adequate Government's instrument)</p>			<p>Commission for Housing and Allocation of Official Buildings and Offices of the Government passed the Resolution 77 number 361-6754/2013 of 2 August 2013, by which it temporarily allocated to the Ombudsman offices in Belgrade, Deligradska 16, to ensure premises necessary for the Ombudsman's work.</p>		
		<p>3. Provision of offices to address the issue of inadequate premises of the Equality Commissioner (by passing of an adequate Government's instrument)</p>	<p>Q3 2015</p>				
		<p>4. Provision of offices to address the issue of inadequate premises of the SAI (by passing of an adequate Government's instrument)</p>	<p>Q3 2015</p>				
		<p>5. Introduction of a mechanism for regular semi-annual reporting to the National Assembly by audited entities on compliance with</p>	<p>Q3 2015</p>				

			recommendations given by SAI					
АП 23			6. Preparation, consultations and adoption of Draft Amendments to the Law on Free Access to Information of Public Importance in accordance with the Resolution of the National Assembly of 2014 through work of the joint working group	Q4 2015		<p>Under the Action Plan for Negotiation Chapter 23 (adopted at the Government's session held on 27 April 2016), implementation of this activity has been set for the fourth quarter of 2016.</p> <p>Under the Decision number 011-00-309/2014-17 of 31 March 2015 a special working group for preparation of the Draft Law was formed. Five meetings of the working group were held, as well as consultative meetings with judges of the Administrative Court, a legal representative of the Transparency Serbia and authorized persons for free access to information of public importance within ministries. A workshop on freedom of information was held in cooperation with the Commissioner's Office. In March and April 2016 meetings were held with representatives of SIGMA, the consultants of which had talks with representatives of the Commissioner to collect relevant information and views on the scope of amendments to the Law.</p>	Expert meetings are planned to be held, which will be based on information collected by SIGMA consultants and prepared reports with proposals of possible amendments to the Law, where possible arrangements would be reviewed and defined.	Q4 2016
АП 23			7. Preparation, consultations and	(Q4 2015)				

				<p>adoption of the Bill on Anti-corruption Agency to strengthen the control mechanism of the Agency in implementation of provisions on conflict of interest</p>					
	<p>MPALSG – Administrative Inspectorate</p>	<p>5.3.2 Capacities and acting of the Administrative Inspection are improved to ensure effective control of lawfulness of the work of SAB and other entities subject to administrative inspection</p>	<p>2. Preparation of a plan for implementation of recommendations of the functional analysis in accordance with the public administration optimization principles and fiscal consolidations needs</p>	<p>Q1 2016</p>	<p>Various planned findings have been prepared in accordance with the project of the Norwegian Embassy titled “Change Management-Strengthening the MPALSG Capacities” to strengthen capacities of the Ministry together with the Administrative Inspectorate, as well as analysis of expectation of stakeholders by the Ministry in charge of implementing charges in PA which it must implement externally (as the coordinator and the supervisor of the PU reform) and internally (by changing its own structure). As part of the project a functional analysis of the Ministry together with the Administrative Inspectorate and an analysis of resource allocation were performed and functions of the</p>				

				Ministry were determined in accordance with its sphere of competence and legislation. The Ministry was reorganized and the Bylaw on Internal Organization and Job Classification within the Ministry of Public Administration and Local Self-government was prepared in accordance with findings of the project and actual factors and parameters.			
			3. Strengthening of material and human resources of the Administrative Inspectorate in accordance with the implementation plan and the public administration optimization principles and fiscal consolidations needs	Q2 2016	<p>Under the Government's Decision on the Maximum Number of Employees for an Indefinite Period in the Public Authority System, the Public Service System, the System of the Autonomous Province of Vojvodina and the System of LSG for 2015 (Official Gazette of RS, No. 101/15, 114/15, 10/16, 22/16 and 45/16), the maximum number of employees for an indefinite period in the Administrative Inspectorate of MPALSG is 27.</p> <p>Under the Bylaw on Internal Organization and Job Classification, which was in effect until the new Bylaw compliant with the Government's Decision was passed, 36 employees for an indefinite period were classified within the Administrative Inspectorate.</p>		

						<p>This means that the Government's Decision stipulates reduction of the number of employees in the Administrative Inspectorate by 9 employees. According to information of July 2016, the Administrative Inspectorate has a total of 25 employees. 24 employees completed higher education (of whom 22 are authorized administrative inspectors) and one completed secondary vocational education.</p>		
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