

Annex 1: Implementation of the Action plan 2015 – 2017 ½ – contribution of responsible institutions

General goal:	Indicator (impact level)
Further improvement of functioning of the public administration in line with principles of the European Administrative Area and ensuring high quality of services to citizens and businesses, as well as developing a public administration which will significantly contribute to economic stability and better living standard	Government Effectiveness Indicator (the World Bank) – percentile ranking (0-100) BV (2013): 51.18 TV (2018): 53-55 ¹ Achieved value for 2014: 58.17; for 2015: 58.17
Specific objective 1:	Indicator (impact level)
Improving organizational and functional sub-systems of public administration	Extent to which the overall structure of ministries and other bodies subordinated to central government is rational and coherent (PPA 4) BV (2014): 2 TV (2017): 3 AV (2016 ²): 2 Transparency in Government policy making (PPA 2) BV: 3,6 (Report 2014-2015) TV: 3,8 (Report 2017-2018) AV (Report 2015-2016): 3,89 AV (Report 2016-2017 ³): 3,8

Specific objective 1:							
Improving organizational and functional sub-systems of public administration							
Measure 1.1: Organisational and functional restructuring of the public administration by implementing until 2017 evidence-based measures for optimisation of the public administration with respect to the number and effectiveness of institutions, number of staff, work processes, and organisational structures while achieving a strong analytical basis for such processes							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	Donations
MPALG – department in charge of public administration reform <i>Partners:</i> Line ministries The World Bank	1.1.1. Improved organizational forms, their mutual relations, and a rationalised number of organizations and employees in the public administration	Within the horizontal functional review (FR) the cost-benefit analysis tool has been developed, which is to support the decision-making. The horizontal FR defines the <i>inputs</i> for optimistic and pessimistic transformation scenarios. This tool will be used for preparation of the negotiating process to adopt the Decision on Maximum Number of Employees for 2017. - The Law on the Manner of Determining the Maximum Number of Employees in PA is adopted - The Decision on maximum number of staff in the system of state bodies, system of public services, system of the Autonomous province of Vojvodina, and the system of local self-government for 2015, as adopted by the Government on 2 December 2015 is implemented through: ✓ Restructuring and rationalisation of the public administration, ✓ Establishing the system for monitoring the implementation of the Decision, ✓ Conducting an independent evaluation of the overall optimisation process.	Number of bodies which report to the Government, the Prime Minister, or the National Assembly (PPA 4) The number of organizations which have been abolished, merged, or whose organizational form or internal organisation has been changed	BV (2014): 46 TV (2017): 43 BV (2014): 0 TV (2017): 5 AV (2015): 6 AV (2016): 1	AV (2016 ⁴): 45 10 (2015-2017)	The total amount of RSD is 1,408,736,497.34 for all expenditures for monetary allowances for severance payments in the process of rationalisation paid by the ministries, the Health Insurance Fund, the AP Vojvodina, the organisational forms which made severance payments from their own resources, as well as monetary allowances paid by units of LSG. Remark: this does not cover all units of LSG, but only 93 units of LSG which provided the data. Having in mind that the Decision on the Maximum Number of Staff Employed for an Indefinite Time was adopted in December 2015, the reduction of the number of staff started only in 2016, so the data provided refer to 2016 (1 January – 31 December 2016). There is	

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

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

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

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

		<p>- On 20 June 2017 The Government of the republic of Serbia adopted another Decision on the maximum number of staff employed for a fixed period of time in the system of state bodies, system of public services, system of the Autonomous province of Vojvodina, and the system of local self-government for 2017. Compared to the number of staff employed for an indefinite period as specified in the Decision for the calendar year 2015 (total 462,674) the proposed maximum number of staff for the Government Decision for the year 2017 is lower by 11,241 and totals 451,433. This time again the reduction was not linear, and the determination of institutions where reductions apply took into consideration the standards and priorities within each sector.</p> <p>- Amended Decree on classification of posts and criteria for job descriptions for civil servants</p> <p>- Amendments made in the Rulebook on organisation and systematisation of posts or relevant acts on internal organisation (based on received data, organisational forms covered by the Decisions on the maximum number of staff employed for 2015, and based on the rationalisation monitoring report), the relevant acts based on the Decision have been made by:</p> <ul style="list-style-type: none"> - 794 organisational forms (including 7 special organisations and ministries with organisational forms under their competence (except for education)), and - 1,607 organisational forms within the sector of education (based on their data). <p>This data does not cover the local level (units of LSG and the APV).</p> <p>- Instructions on implementation of the Law on the Manner of Determining the Maximum Number of Staff</p>				no data on reduction of staff for the year 2017, or data on paid severance allowances, since the Decision on Maximum Number of Staff for 2017 came into effect and is implemented as of 1 July 2017.		
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2 2017	Budget	donations
MPALG - department in charge of public administration reform <i>Partners:</i> Line ministries The World Bank CSO'S	1.1.2 Pre-conditions created for comprehensive optimization of selected organizational public administration sub-systems (conducted functional reviews – FR) ⁵		The functional reviews covered those sectors for which the need has been recognised for improvement at system level primarily due to their coverage and impact on the life of citizens and the accession to the European Union (central Government level, health, education, social protection, agriculture and environment, and finance). Their detailed review identified systemic weaknesses and room for improvement in the coming period in order to achieve greater efficiency in their functioning. The functioning of such systems is to be improved through action plans and their implementation in the coming period.	Percentage of recommendations from conducted functional reviews adopted by the PAR Council	BV(2014): 0% TV(2016):60% TV(2017):80% AV (2016):0%	<i>The PAR Council in December 2016 endorsed the drafts of the action plans for horizontal FR and vertical FR of the Ministry of Finance. The said action plans were finalised in the first half of 2017 and are to be implemented. Action plans for the sectors of education and social protection have been finalised, and are to be adopted, while the ones for health and agriculture are in the drafting stage.</i>		The activity is funded from funds of IPA 2014 and implementation has been handed to the World Bank. The funds intended for the functional reviews are about EUR 2,000,000.
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
	4. Conducting FR's in selected PA sub-systems	2nd quarter of 2016	The Functional Reviews (FR) were conducted in the period 2015 – 2016, and during 2017 they were agreed with the line institutions. The activity analysed the system from the point of view of the most efficient optimisation and distribution of functions and resources by selected sectors, which served as the	The time frame defined by the project is indicative and thus subject to modifications. The time planned for the FR is within the agreed general time frame	Finalised Functional Review Report for the health Sector	During July/August 2017		

⁵ The selection of sub-systems for comprehensive functional reviews is to be done in the first two quarters of 2015, taking into consideration the results achieved through 1.1.1.

			basis to begin a consultative process with the relevant sectors and develop action plans to implement the recommendations resulting from the functional reviews.	established in the course of consultations, where efforts were made to arrive at documents that are the result of joint work of the sector and the World Bank expert, which led to certain modifications of the time frame.				
	5. Drafting reports with recommendations and implementation plans ⁶	3rd quarter of 2016.	Functional reviews were done in form of reports, and they are all in their final form awaiting the final comments of the health sector for final harmonisation. All reports are to be adopted by the Project Steering Committee, while the action plans for implementation of FR recommendations are to be adopted by the PAR Council or another body, and this is currently being discussed: 1. Horizontal functional review of 94 central government institutions – adopted by the Project Steering Committee, action plan finalised 2. Vertical FR of the portfolio of the Ministry of Finance - adopted by the Project Steering Committee, action plan finalised 3. Preliminary FR of services in the health sector, education, social protection – the report for the health sector is being finalised, the other two have been finalised. Action plans have been developed for education and social protection and discussions are underway for their official adoption 4. Vertical FA of the Ministry of Agriculture and Environmental Protection – the FR has been finalised and the 2 action plans which are to be finally agreed and subsequently adopted	As stated under item 4, project implementation is designed to be interactive and consultative in order to achieve the best results and solid documents. At its session held on 26 December 2016 the PAR Council endorsed the draft action plan for implementation of recommendations resulting from the horizontal FR for state administration (FR State Plus) as well as the draft AP for the vertical FR for the Ministry of Finance.	The Report on the FR of the health sector is being finalised after which and the Action plan is to be finalised with the selected recommendations. Action plans for the Horizontal FR, the vertical FR of the Ministry of Finance, for the sectors of education and special protection have been finalised, while for the environment the drafting and finalisation is expected in the forthcoming period. The Change Management Support Group (CMSG) which is established within the MPALG will be providing support until June 2018 in the course of implementation of the selected recommendations included in the action plans for all four project components.	During July/August 2017		
	6. Drafting recommendations to conduct FRs in other sub-systems of PU (which previously have not been covered by the review) and adjusting the methodology to those systems	4th quarter of 2016.		In line with the set priorities and time frames for activities, subsequently recommendations will be considered regarding the undertaking of FR in other sub-systems.	After considering the results of current activities and conditions and advantages for new FRs in other sectors, recommendations will be made at the time near the closure of the project.	During 2018		
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG - department in charge of public administration reform <i>Partners:</i> Relevant ministries The World Bank	1.1.3 Conducted comprehensive optimisation of selected PA sub-systems		Currently, action plans are being finalised/drafted as explained under 1.1.2 During the year 2015 a comprehensive FR was conducted of the MPALG, with a new organisational structure established – Rulebook on internal organisation and systematisation of posts in the MPALG is adopted, the distribution of staff completed, the new organisational structure is functional. Also, a FR was conducted for the portfolio of the Ministry of Economy, and recommendations are being implemented through the new organisational structure of the Ministry of Economy and the agencies within the MoE portfolio (the Project is being implemented by the World Bank).	Percentage of implemented recommendations from reports on conducted FR's	<i>BV(2014): 0% TV(2017): 70% (30% until end of 2016; 40% until end of 2017) AV (2016): 0</i>	<i>0%- in line with the updated project schedule, work is currently beginning on implementation of recommendations</i>		The project was funded from IPA 2014 funds with a total of EUR 2.5 million, of which EUR 540,000 is a grant provided to the MPALG to implement the recommendations by establishing the Support Group for Implementation of Recommendations.
	ACTIVITY			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation	Brief description of what the activity achieved	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	

⁶ According to the plan presented in the action document for EU IPA 2014, these plans will, inter alia, contain measures for improvement of the organisational framework and distribution of competences within sub-systems (continuation of results from system analysis), organisation of operational processes between and within institutions of the sub-systems and improvement of their organisational performance, measures to reduce costs through identification of possible savings, staff optimisation, human resources management, etc.
Note: indicator of the Sector Budget Support for variable tranches „Induced output 1: Improved organisation and functions of the central government administration“

	1. Implementation of plans from 1.1.2.5, including preparation and adoption/amendment of relevant regulations	4th quarter of 2017 (ongoing since 4th quarter of 2015)	Implementation of recommendations on the basis of finalised action plans from item 1.1.2 shall begin during July/August 2017. Until now, the MPALG has since the end of 2016 (and this is ongoing) through a consultative process involving all actors covered by the functional reviews been working on developing and improving several versions of action plans in order to come up with the most efficient modality for implementation of recommendations.	See 1.1.2 (4 and 5)	The Change Management Support Group (CMSG) which is established within the MPALG will be providing support until June 2018 in the course of implementation of the selected recommendations included in the action plans for all four project components.	Ongoing starting in July 2017.	
	2. Monitoring the implementation of recommendations and adoption of the report of the PAR Council relevant to conducting of the FR's	4th quarter of 2017 (on going since 2nd quarter of 2016)			The Change Management Support Group (CMSG) which is established within the MPALG will be providing support until June 2018 in the course of implementation of the selected recommendations included in the action plans for all four project components. The MPALG shall, with the support of the CMSG, and after its engagement, continue to monitor the implementation of recommendations.	Ongoing starting in July 2017.	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG - department in charge of public administration reform <i>Partners:</i> The Office for Cooperation with the Media The Office for Cooperation with the Civil Society The World Bank CSO'S	1.1.4 Support of the professional and general public is created for the process of optimising the public administration⁷	There has been no system-wide approach to this result, although there have been numerous efforts to raise public awareness of the optimisation process. The project „State Tailored to Citizens – what kind of state do we want for the future?“ has been implemented in cooperation between the MPALG and the Centre for Applied European Studies, with the support of the Open Society Foundation, in the period from February to June 2016. Six events were organised. Website http://www.mduls.gov.rs/zajedno-u-promene.php In order to raise public awareness of the process of public administration optimisation the MPALG has organised a number of meetings: - With the professional public: the Fiscal Council, the FREN, The Statistical Office, the Faculty of Economics, the Faculty FEFA, researchers, the banking sector - With members of Parliament: the Economic Caucus - With chief editors and editors in charge from the media and journalists/correspondents – the PAR Conference - The Conference held at the Faculty of Economics on review of public administration and its optimisation - Targeted TV texts and programs on this topic - Regular communications with the international public An analysis was undertaken: „Modern State – Rational State“, a position paper and brochure and review of working posts of the so-called general government for 2013 and 2014 and these documents have been published at the website of the MPALG http://www.mduls.gov.rs/index.php A website has been developed to monitor the rationalisation process http://www.pracenjereformi.info/ Also, the second most important result of the FR project is the implementation of the communication activities aimed at raising awareness of the need for and benefits from public administration optimisation. In the course of finalising the FR's and developing the action plans for relevant sectors, there has been an active discussion	Percentage of public support to the process of optimising the public administration	BV (2014): 0% TV (2017): >50% (in order to measure this indicator a public opinion survey will be conducted)	Survey not conducted. Survey within the public administration (employees and managers) will be undertaken in the period August-October 2017		The project was funded from IPA 2014 funds with a total of EUR 2.5 million, of which EUR 540,000 is a grant provided to the MPALG to implement the recommendations by establishing the Support Group for Implementation of Recommendations

⁷ This result should be viewed as complementary to result 4.2.4 in specific objective 4.

		and communication activities although formally the consultations process under the project has not started yet (except for the drafting of the Change Management Communications Strategy).						
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
	3. Workshops for change management held for managers in the system of PA bodies and organisations	3rd quarter of 2016		Since activities have been restructured within the Project, workshops are planned to begin during the autumn of 2017, since they are conditional on the finalisation of action plans.	Work is being finalised on the drafting of Change Management Strategy and Communications Strategy in accordance with the finalisation of action plans, after which a plan of workshops will be developed with relevant stakeholders.		Ongoing, as action plans are finalised (during August/September 2017)	
	4. Implementing awareness raising activities related to introducing changes resulting to optimisation	4th quarter of 2017 – ongoing	Drafting of the Communications Strategy and Change Management Strategy, which envisage workshops to be held, is being finalised and these documents will be updated as action plans for all project components are finalised. The activity of workshops has not yet started as it is conditional on having action plans finalised (through selection of final measures to be implemented). In the past period, all preparatory activities have been carried out for the beginning of visibility of project activities (processes): drafting of the newsletter, website development, social networks to be used as communication tools.	Since activities have been restructured within the Project, workshops are planned to begin during the autumn of 2017, since they are conditional on the finalisation of action plans.	Work is being finalised on the drafting of Change Management Strategy and Communications Strategy in accordance with the finalisation of action plans, after which a plan of workshops will be developed with relevant stakeholders in the field of communications. Website development, drafting and dissemination of newsletters and communication via social networks.		During September 2017 until the end of the project.	
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG - department in charge of EU integrations and projects <i>Partners:</i> RPPS MoF HRMS	1.1.5. Performance management framework established within the PA linking all existing elements of performance management and ensuring their upgrading⁸		Extent to which the plan for implementation of recommendations includes coherent linking of existing elements of performance management systems ensuring their upgrading		<i>BV (2014): no</i> <i>TV (2017): yes</i>		This data is not currently available, but funds have been appropriated and used in accordance with the programme budget structure	In the framework of cooperation with the UK Embassy, the Good Governance Fund provided funding for implementation of this result through the project „Promoting the PAR in Serbia through modernisation of HRM practices“. The data on funding is not available due to UK Embassy policy. The project was implemented from November 2016 to June 2017.
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
	1. Development of the Performance Management Study in PA and policy papers for integration of all elements of	2nd quarter of 2016; new deadline needed		The deadline for the adoption the changes of this document has been postponed due to presidential elections and forming of the new Government.	The changes of this document is expected to be adopted by the PAR Council, after which work will begin on the drafting and preparation of the Civil Service Law.		4th quarter of 2017	

⁸ This cross-cutting result is related to results 1.3.1 and 1.3.2 which are related to the system of medium term and annual planning of the work of the Government and policy management. It is also closely linked to specific objective 3 – public financial management and public procurement, from the point of view of programme budgeting, managerial financial accountability, etc. Organisational performance management is the basis for quality planning, including also budget planning. Finally, this result is linked to results 2.2.3 and 2.2.4 within specific objective 2 from the point of view of improving HRM, since organisational focus on performance is a requirement for developing sound operational objectives and performance measurement at individual level. The PAR Strategy recognises the significance of performance management within the specific objective 1: „Improving the performance measurement and management system at the level of PA as a whole, each organisation, and at individual employee level, through: improved strategic planning and programming as the pre-condition of sound performance management, legal regulation of standards and clear regulation of obligations of PA bodies and organisations related to submitting annual and special reports to supervision bodies, improving the definition of performance indicators and legal consequences for failure to achieve them.“ Having in mind the complexity of this issue and the need to carefully design a way to adequately integrate and upgrade all performance management elements, with the exception of the Study and the recommendations for the upgrading of the system, more specific activities in this field will be planned as of 2017 and will be reflected in the changes of the AP 2015.

	performance management ⁹ into a unique, coherent system, including recommendations for amendments in the legal framework		The document Policy Framework for HRM in State Administration of the Republic of Serbia provides guidelines related to attracting and retaining quality human resources through improvement of the competence-based career and professional development system, inception, performance appraisal, promotion and horizontal mobility, salary system, professional training and development, career management, and special HR retention policy measures.				
	2. Development of plan for implementation of recommendations from activity 1	3rd quarter of 2016	After adoption of changes of this document by the PAR Council, work will begin on drafting and preparing the Civil Service Law			4th quarter of 2017	
	3. Preparations, consultations and adoption of changes to relevant regulations in order to improve the performance management system – in compliance with changes of such regulations planned in other parts of the AP (especially the Civil Service Law)	4th quarter of 2017	After adoption of changes of this document by the PAR Council, work will begin on drafting and preparing the Civil Service Law			4th quarter of 2017	
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget
MPALG-DEU <i>Partners:</i> MPALG (document 3 and 4) MoF and associated administrations HRMS CSO'S	1.1.6. Establishing the electronic registers of PA organizations and bodies and employees in the PA system		Percentage of number of employees whose data is maintained in the registry	BV(2014): - TV (2017): 100%	-		
			Percentage of PA bodies and organisations whose data is maintained in the registry	BV(2014): - TV (2017): 100%	-		
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation	Reasons for deviation from plan or measures taken to address the problem		FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
	1. Undertaking the feasibility study for the development of the registry and its adoption by the PAR Council	1st quarter of 2015	The Study has been developed but has not been discussed by the PAR Council	Funds have not been appropriated for implementation	The activity is planned in the draft Action Plan (2017-2018) for the Implementation of the e-Government Strategy (2015-2018) - I stage (staff in PA bodies). Providing funds.		4th quarter of 2018

⁹ Organisational responsibility; policy management – strategic planning; public financial management and programme budgeting; risk management and internal control; human resources management and performance appraisal of civil servants.

2.Preparation of technical specifications and tender documents for procurement of software tool for the registry	1st quarter of 2016		This result will be implemented once the Feasibility Study is adopted and funds are provided.		
3. Drafting and submission of the proposed law regulating the establishment of the registry	1st quarter of 2016				
4. Drafting and adoption of bylaws for law implementation (more detailed regulation of the method for maintenance of the registry, etc.)	2nd quarter of 2016				

Specific objective 1:							
Improving organizational and functional sub-systems of public administration							
Measure 1.2: Improved decentralisation and deconcentration of tasks of state administration by improving the analytical and strategic framework until the end of 2017							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of local self-government <i>Partners:</i> PA BODIES SCTM CSO'S	1.2.1. Framework is established for decentralisation policy in the Republic of Serbia	Documentation has been prepared as the basis for setting the decentralisation policy framework. The description of the documentation basis is provided in item 4.	Action plan for strategy implementation has been adopted by the Government.	BV (2014): no (rank 0) TV (2016): 4 TV (2017): yes (rank 5) AV (2015): rank 2 AV (2016): rank 4 (decentralisation has not been discussed at the session of the PAR Council)	Rank 4 (decentralisation has not been discussed at the session of the PAR Council)	Funds have been used for conducting analyses (justification provided in item 4) representing the documentation basis for the development of the Decentralisation Strategy. During 2015 from the budget RSD 4,140,000 for item 4) Inventory of competences and tasks in 32 areas at all levels of government.	Funds have been used for conducting analyses (justification provided in item 4) representing the documentation basis for the development of the Decentralisation Strategy: SCTM during 2015 supported the analysis under serial number 1) Situational analysis of the state of local self-government in the Republic of Serbia from the funds for "Institutional support to the SCTM" funded by the Swiss Development Corporation – EUR 10,000. In 2015 the OSCE supported the conducting of the analysis under serial number 3) Cost-benefit analysis of two possible models of decentralisation, and a part of the inventory work with EUR 18,000. Implementation of the project „Support to the Implementation of the PAR AP – reform of local self-government 2016-2019“ within which the analysis was conducted under serial number 5) Functional review in pilot units of LSG and institutions founded by LSG –CHF 55,000. The said project shall, by the end of 2017 provide funding for the analysis which is currently in the preparatory stage 1) Analysis of competences in six priority areas significant for decentralisation (education, health, social protection, environment, agriculture, utilities); 2) Analysis of best mechanisms for establishing inter-municipal cooperation.
ACTIVITY		Brief description of what the activity achieved			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation				Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
4. Adopting the policy paper for the preparation of the Decentralisation Strategy by the PAR Council	4th quarter of 2015	Within the first preparatory stage, the starting points, ideas and information have been provided needed for the development of this document (analytical and documentation basis) and an information has been prepared for the PAR Council. Within this, the following documents have been developed: 1) Situational analysis of the state of local self-government in the Republic of Serbia;	Having in mind the fact that in the period from the end of 2015 and during 2016 Serbia had an election campaign and national and local elections, it was not possible in 2016 to open up a dialogue on policy paper for the Decentralisation Strategy. The MPALG prepared the information on decentralisation for members of the PAR Council	Discussion of the Information on Decentralisation prepared by the MPALG by the PAR Council and starting the process of developing the policy paper and the Strategy by the Council.	4th quarter of 2017		

		<p>2) Study of decentralization models aimed at functional distribution of competences among different levels of government in the Republic of Serbia</p> <p>3) The cost-benefit analysis of decentralization models aimed at functional distribution of competences among different levels of government</p> <p>4) Inventory of functions (tasks) in 32 areas at all levels of government</p> <p>5) Functional review in pilot units of local self-government and institutions founded by LSG</p> <p>6) Information has been developed for the members of the PAR Council.</p> <p>Also, currently the following documents are under preparation:</p> <p>1) Analysis of competences in six priority areas relevant to decentralisation (education, health, social protection, environmental protection, agriculture, utilities);</p> <p>2) Analysis of best mechanisms for establishing inter-municipal cooperation.</p>	<p>(the Information is a summary of the analysis preceding the Strategy, and these were conducted as activities of the PAR AP) who met for the first time after the formation of the new Government in December 2016. However, having in mind the current priorities at that time, the Council could not on that occasion discuss the Information which was submitted to it, and it is expected that it will be discussed at one of the forthcoming sessions of the Council.</p> <p>During this period, the MPALG worked continually on developing analytical documentary basis for preparation of the Decentralisation Strategy. The documentary basis has been prepared and it will serve as the basis for the preparation of the Decentralisation Strategy. The MPALG is continually carrying out consultations with stakeholders active in improving local self-government and decentralisation (the SCTM, units of local self-government, line ministries, the Congress of Local and Regional Governments of the Council of Europe, international donors, and others).</p> <p>A part of the recommendations and findings from the analyses and consultations are being implemented irrespective of the fact that the strategic document is not yet developed, primarily through changes in pertinent regulations (the law on local Self-Government).</p>				
	6. Drafting, consultations, and adoption of the Decentralisation Strategy	2nd quarter of 2016	Description provided in item 4	Drafting of the Strategy has not commenced.	Discussing the information on decentralisation submitted by the MPALG by the PAR Council and initiating the process of drafting the policy paper and the strategy by the PAR Council.	4th quarter of 2017	
	7. . . . Drafting, consultations, and adoption of the Action Plan for implementation of the Decentralisation Strategy	1st quarter of 2017	Description provided in item 4	Will be implemented once the Strategy is developed	Session of the PAR Council at which the decentralisation will be on the agenda.	4th quarter of 2017	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MoF <i>Partners:</i> SCTM MPALG – department in charge of local self-government	1.2.2 Improved framework for ensuring sustainability of public finance at local level	<p>The Law on Financing of Local Self-Government is adopted („The Official Gazette RS“, No. 83/2016). Different provisions regulating distribution of tax revenues from salaries from the local to the national level. http://www.paragraf.rs/izmena_i_dopune/101016-zakon_o_izmenama_zakona_o_finansiranju_lokalne_samouprave.html</p> <p>In the course of 2016 there have been 3 changes to the said law („The Official Gazette RS“, No. 83/2016, 91/2016 – adjusted RSD amount, 104/2016-other laws). http://www.mfin.gov.rs/pages/article.php?id=5109</p>	The number of units of LSG which have started receiving support through the grant scheme and municipal packages for assets management	<p>BV(2014):37 TV (2016): 37 TV (2017): 97</p> <p>AV (2016): Not achieved (0)</p> <p>Because the project has not started yet. The project Exchange 5 will probably not commence before January 2017, so project approval within the grant scheme is</p>	<p>AV (2017): not achieved (0)</p> <p>Actually, the implementation of the project Exchange 5 began in April 2017, and the project approval within the grant scheme is expected in the second half of 2018,</p>		

		By the end of 2017 it is necessary to adopt a new Law on Financing of Local Self-Government. The new law is to regulate: integration of same-type public duties, harmonisation of titles and tax nature of source revenues, introduction of more responsible collection of revenues by units of LSG, a transparent system for calculation of non-ear-marked transfers, improved predictability of levels of local public taxes and duties for tax payers (citizens and companies).		expected only as of mid-2018, and the project approval for support through municipal packages is expected by the end of 2018.	and the project approval for support through municipal packages is expected by the end of 2018.		
ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
2. Implementation of integrated analysis of employment and engagement of funds in providing public services at local level, comparatively by units of LSG	4th quarter of 2015		DATA NOT PROVIDED				
3. Implementation of the grant scheme for improved management of public assets at local level and the support package to improve management of public assets	4th quarter of 2017		The grant scheme and the municipal support packages for asset management, a part of the programme Exchange 5 (component 1), formally started in April 2017. The actual support to local self-governments (award of grants and technical support) is realistically possible only in the second year of implementation, because of the time needed for preparation and the public call for selection of beneficiaries (units of LSG). Once the preceding stage of the programme Exchange started in December 2015, the programme documents for Exchange 5 (IPA 2014) was further elaborated during 2016 in line with the requirements for indirect management of EU funds, by the MPALG, MoF (CFCU) and the SCTM. The ex-ante control by the Delegation of the EU (DEU) was finalised in the first quarter of 2017, whereby formal conditions were established for programme implementation to begin. During the first months of implementation, the focus was, among other things, on finalising the application package for the grant scheme, so that the competition could be announced and units of LSG be invited to apply for support. At the time of reporting under this AP (July 2017), approval by the DEU has been confirmed and the public call will be published approximately at the end of August / beginning of September 2017.	After publishing the call for applications and project proposals for the grant scheme, the key planned steps are timely informing of units of LSG regarding the call and providing support in the course of applying. The call is implemented as general and restrictive in line with EU procedures (intended for all units of LSG in Serbia with two stages of selection).the selection procedure is expected to be finalised within 12 months of the publishing of the call for applications, after which implementation of the selected local projects can begin. Having in mind the planned programme duration (until April 2020), there is a need for an efficient selection process in line with the planned time frame, so that the support to units of LSG for project implementation could be provided in its full scope throughout the project implementation period (12-18 months) by the MPALG and the SCTM. Timely selection of beneficiaries within the grant scheme is also of significance for the implementation of municipal support packages for asset management intended for the most underdeveloped units of LSG, as this call is planned to be carried out after the selection is completed for the grant scheme. In this respect, there is planned and continued close coordination between all key actors in charge of implementing the Programme in the context of indirect EU funds management.	- implementation of the call for the programme grant scheme for asset management and selection of beneficiaries - by the end of the second year of programme implementation – until the beginning of IV quarter of 2018; - implementing the projects within the grant scheme – until the end of the programme (until the beginning of II quarter of 2020); - preparation and implementation of the call for municipal support packages for asset management (IV quarter of 2017 – I quarter of 2019); - implementation of municipal support packages for asset management – the last year of programme implementation (II quarter of 2019 – April 2020)		

Specific objective 1:							
Improving organizational and functional sub-systems of public administration							
Measure 1.3: Improving the Government policy management system (planning, analysis, policy making, adoption, monitoring and evaluation, and coordination) by establishing by the end of 2017 a legal and institutional framework for integrated strategic management and adoption of midterm work plans for PA bodies harmonised with the strategic priorities of the Government and programme budgeting							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
RPPS <i>Partners:</i> Republic Legislative Secretariat GSG MoF act 1, 4) HRMS (act 6) MPALG CSO'S	1.3.1. Uniform policy management system is established ensuring preparation of policy documents harmonized with adopted standards	At the proposal of the RPPS, the Government adopted the Regulatory Reform and Improved Policy Management System Strategy for 2016-2020 and the accompanying implementation Action Plan, on 23 January 2016. In order to establish a policy management system at national level, a finalised package of regulations was developed regarding the planning system of the Republic of Serbia, consisting of two decrees in the form of methodology (Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents and the Decree on mid-term planning). The package of draft decrees was subject to consultations with national and international stakeholders, including a public debate and collection of opinion from PA bodies. The package of regulations on the planning system has been improved and is ready for the procedure of being tabled to government and adoption by the Government at its session. Also, an Action Plan has been drafted for the implementation of the Government Work Programme (APGWP) for the year 2015. After the formation of the Government on 11 August 2016, the RPPS in cooperation with other state administration bodies compiled a new APGWP in order to strengthen the priorities management mechanism in the course of work of the Government and in order to implement and monitor priority objectives based on defined results and interim results that need to be achieved in the given time frames and also in order to strengthen coordination at the level of state administration bodies. After the formation of the new Government on 29 June 2017, the RPPS undertook an activity to review the APGWP in line with the Government Programme. With respect to the Regulatory Reform and Improved Policy Management System Strategy for 2016-2020, activities have been undertaken to establish a unique public register of administrative procedures and other conditions of doing business. The RPPS in	The share of proposed strategic documents harmonised with the adopted methodologies compared to the total number of strategic documents submitted to the RPPS for comments, at annual level ¹⁰	BV (2014): 0% TV (2016): 25% TV (2017): 35% AV (2016): 0%	0% <i>Because the "methodology on policy management, regulatory and policy impact assessment, and content of individual policy documents" has not been adopted by the Government</i>	RSD 14,112,004.00	The support to the preparation of planning regulations for the Republic of Serbia was provided from IPA 2011 project Reform of Policy Coordination and the Centre of Government which lasted from September 2013 – September 2015. The total value of the project was EUR 1,860,400. With respect to preparing the package of regulations on the planning system, the RPPS was also supported by the United States Agency for International Development (USAID) – the Business Enabling project (BEP) – cooperation in the field of linking policy management and programme budget. The project started in October 2014 and is ongoing. The RPPS was supported by this project during 2015 and 2016. Also, in view of establishing the planning system in the Republic of Serbia, the RPPS is also supported by the GIZ Project „Support to the PAR in the Republic of Serbia“, which started in October 2016 and will last until December 2019. The support to the RPPS was provided during 2017. The value of the project is EUR 5 million.

¹⁰ Note: indicator of sector budget support for variable tranches: „Induced output 2: Improved public policy development and coordination“

manuals (amending relevant regulations)		body in charge of policy coordination shall prescribe in more detail the methodology for policy management, regulatory and policy impact assessment, and content of individual policy documents. The RPPS conducted the public debate on the draft Law on the Planning System of the Republic of Serbia, after which the draft was subsequently adjusted in line with the proposals and suggestions of stakeholders. The draft was then, in line with Article 46 of the Rules of procedure of the Government, submitted on 25 April 2017 to the relevant state administration bodies for their opinions. The procedure of collection opinions regarding the draft Law on the Planning System of the Republic of Serbia was successfully finalised and the text of the draft law was harmonised with the received comments/suggestions/opinion of state administration bodies.	which, according to the prevailing regulations, could perform only "the current tasks" and could not table to the National Assembly proposed laws and other acts for adoption nor could it adopt regulations" (Article 17, para 1, the Law on Government, "The Official Gazette RS", No. 55/05, 71/05, 101/07, 65/08, 16/11, 68/12-US, 72/12, 74/12 - US and 44/14), and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017.	Government and the National Assembly of the Republic of Serbia.	
3. Drafting and adoption of public policies management methodology and drafting of the manual	4th quarter of 2015	The package of draft decrees, including the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents, was subject to consultations with national and international stakeholders. Together with conducting the public debate on the draft Law on the Planning System of the Republic of Serbia in the period from 31 December 2016 – 20 January 2017, the participants had the opportunity to comment also the draft Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents. The RPPS accepted numerous suggestions presented by public debate participants and certain provisions of the draft Decree were additionally improved accordingly.	The planned dynamics for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017.	The precondition for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents is the prior drafting / adoption / of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	During the 4th quarter of 2017
4. Linking policy management with the drafting and implementation of programme budget (amending relevant regulations) ¹¹	4th quarter of 2015	In cooperation between the General Secretariat of the Government and the RPPS, an Instruction has been developed for the preparation of the Annual Government Work Programme for 2016 and 2017, stating that all programmes, programme activities, and projects envisaged by the work plans of state administration bodies for 2016 and 2017 must be harmonized with the structure of programme budgets of state administration bodies for 2016 and 2017, in order to abolish the practice of different and parallel planning of activities of state administration bodies on the one hand and the budget and its execution, on the other. Further efforts with respect to formal-legal regulation of this area have been implemented through the package of regulations on the planning system of the Republic of Serbia, which in a comprehensive manner links the planning process and the policy making process with budget execution. The draft Decree on mid-term planning clearly prescribes the format and content of mid-term planning, linking the planning system and the budget process with the adoption of mid-term plans and reporting on implementation, as well as the format and content of the report on implementation of the mid-term plan over the preceding three fiscal years.	The planned dynamics for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017.	The precondition for the implementation of this activity is the prior drafting / adoption / of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	During the 4th quarter of 2017
5. Strengthening capacities of the Republic Public Policy Secretariat through regulatory, organisational, training and ICT activities	4th quarter of 2017 (ongoing)	By the adoption of the package of regulations, the new competences of the RPPS will be formalised, and thus the overall capacities of the institution will be raised, and the potential for educational and informative activities greater. The draft Law on the Planning System of the Republic of Serbia clearly specifies the role of the Republic Public Policy Secretariat as the state administration body in charge of policy coordination.	Implementation of this activity is ongoing.	After the adoption of the Law on the Planning System of the Republic of Serbia, additional strengthening of capacities of the RPPS will continue. Support to implementation of these activities is provided by the GIZ Project "Support to the PAR on RS", including appropriated funds from IPA 2015 within technical (complementary) assistance for institutional and human resources building on the basis of the financial agreement between the Government of the Republic of Serbia and the European Commission on Sector Budget Support signed in December 2016. .	ongoing
6. Drafting a training programme and delivering training to civil servants in the field of improving the policy management system, the process of budget preparation and execution, and	4th quarter of 2017 (ongoing)	RPPS: in the first half of 2015 a special civil servants training programme was developed in the field of improving the system of public policy management, and it was delivered jointly with the HRMS. The training programme consisted of three modules (planning techniques, regulatory impact assessment and monitoring, reporting and policy evaluation). During the three cycles of training about 50 civil servants (managers and executorial staff) working on policy planning, monitoring and reporting were trained. During 2016 in cooperation with the HRMS training was delivered for civil servants in the field of public policies management, including planning, regulatory and policy impact assessment, and monitoring, reporting and evaluation of results of policies. Training was delivered to 71 civil servants and managers from state administration bodies. Training courses in cooperation with the HRMS continued during the first two quarters of 2017 to strengthen analytical capacities in state administration bodies –during April 2017 training was delivered to civil servants in the field of regulatory impact assessment with 12 participating civil servants . At the beginning of June 2017 the HRMS training courses were delivered	All activities linked to training of civil servants on the topic of improving the policy management system are conducted according to the planned schedule. After the adoption of the package of regulations on the planning system of the Republic of Serbia, the existing programme of general continued professional training of civil servants shall be further improved in the context of linking the planning system with the process of budget preparation and execution, in order to fully reflect the solutions included in these regulations, and in order for the civil servants to be adequately prepared to	The precondition or the full implementation of this activity in terms of linking the training programme with the mid-term fiscal framework is the prior adoption of the draft/proposed Law on the Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	During the 4th quarter of 2017

¹¹ It is foreseen that the RPPS identifies priority areas for financing in preparing the Fiscal Strategy and that it is therefore necessary to amend or make additions to the Budget System Law. Also, it is necessary for the Fiscal Strategy to be integrated in all other strategies. However, consultations with the Ministry of Finance regarding the linking of strategic management and budget preparation and execution are still ongoing.

	linking with the mid-term fiscal framework		to appointed civil servants within the programme management of public policies and management of the legislative process for managers attended by a total of 12 managers . HRMS: the programme of general continued professional training within the programme area Public Finance includes the topics relevant to budget preparation and implementation – Planning priority areas for financing, Preparation of programme budget and its execution. The target group to whom this course is intended are managers of internal organisational units and civil servants working on budget preparation, planning, monitoring and execution. This programme area during the first half of 2017 two seminars were delivered on the topic preparation of programme budgets attended by 32 participants . In the programme area Public Finance for the same target group eight additional courses were organised on monitoring and reporting on performance and these were attended by 150 civil servants . Also, during the reporting period, a training was delivered on budget execution attended by 33 civil servants .	implement the acquired knowledge and comply with provisions of prevailing regulations.			
	7. Building analytical capacities in the RPPS and PA bodies for purposes of planning, drafting, implementing and monitoring evidence-based and relevant data-based policies.	4th quarter of 2017 (ongoing)	The RPPS has provided technical and coordinating support during the preparation of a number of planning documents relevant to the strategic direction of the Republic of Serbia, as follows: National Programme Fighting Grey Economy, the Action Plan to Improve Doing Business, and a part of the Programme of Economic Reforms relevant to planning of structural measures). For the purposes of state administration bodies dozens of analytical appendices and specific studies have been undertaken for policy making purposes on the basis of analyses, facts and data.	It is necessary to change the existing regulations on analytical planning and study activities in state administration bodies which should among other things, include the establishment of a service for analytical tasks (this is primarily the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations and services of the Government, and regulations on tasks of the state administration, under the control of the MPALG), as well as the Law on Statistics which should include provisions on further development of the methodology / analytical department and raising of technical knowledge and skills. Having this in mind, in April 2017 the RPPS sent an initiative to the Ministry of Public Administration and Local Self-Government to intensify contacts between the MPALG and the RPPS to work jointly on amending the Decree on the principles of internal organisation and systematisation of posts in ministries, special organisations and services of the government and other regulations prescribing the tasks of state administration.	Adoption of the said regulations, planning and delivering training, monitoring and coaching.	4th quarter of 2017 (ongoing)	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
RPPS <i>Partners:</i> GSG (act 5 and 6) MoF (act 6) KEI (act 6)	1.3.2. Mid-term and annual planning in state administration bodies is based on Government priorities and the programme budget and implementation is regularly monitored	In the course of preparation of the Annual Government Programme for 2016 and 2017, the general Secretariat of the Government and the RPPS in the Instructions for the preparations of the Programme required state administration bodies to compile their annual plans in the context of the Government Programme (the proposed programme of the Prime Minister), the Action Plan for implementation of the Government Programme, the priorities identified in the existing reference documents (strategies, action plans, etc.), the National Programme for Adoption of the EU Acquis (2014 – 2018) and the structure of programme budgeting for 2016 and 2017.	The percentage of deviation of the total number of implemented activities relative to the total number of activities planned in the Annual Government Programme (PPA 2)	<i>BV (2014): 49%</i> <i>TV (2017): GSG shall specify the TV</i> <i>AV GSG (2015): 34%</i> <i>AV GSG (2016): 43%</i>	<i>AV Sigma (2016¹²): 55%</i>	The utilised budget funds for the implementation of this measure are stated in measure 1.3. – Improved Government policy management system (planning, analysis, policy-making, adoption, monitoring and evaluation and coordination) by establishing by the end of 2017 the legal and institutional framework for integrated strategic management and adoption of mid-term plans for the work of state administration	The support to the preparation of planning regulations for the Republic of Serbia was provided from IPA 2011 project Reform of Policy Coordination and the Centre of Government which lasted from September 2013 – September 2015. The total value of the project was EUR 1,860,400. With respect to preparing the package of regulations on the planning system, the

¹² The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

PA BODIES (act 7) Republic Legislative Secretariat (5) MPALG CSO'S		A package of regulations has been prepared and finalised consisting of the draft Law on the Planning System of the Republic of Serbia and the two accompanying decrees with methodologies (the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents and the Decree on mid-term planning). According to the draft Law, mid-term plans are developed on the basis of valid policy documents, while taking into consideration the priority objectives of the Government, the available capacities and resources, and the changes in the actual situation compared to the time when such documents were adopted.	Complete financial assessment in sector strategies (PPA 2)	BV (2014): 1 TV: to be determined in 2015, RPPS	IB Sigma (2016 ¹³): 1	bodies harmonised with strategic priorities of the Government and programme budgeting.	RPPS was also supported by the United States Agency for International Development (USAID) – the Business Enabling project (BEP) – cooperation in the field of linking policy management and programme budget. The project started in October 2014 and is ongoing. The RPPS was supported by this project during 2015 and 2016. There is no data available on the project value.
			Extent to which reporting provides information on achieved results (PPA 2)	BV (2014): 3 TV (2017): 4	IB Sigma (2016 ¹⁴): 1		Also, in view of establishing the planning system in the Republic of Serbia, the RPPS is also supported by the GIZ Project „Support to the PAR in the Republic of Serbia“, which started in October 2016 and will last until December 2019. The support to the RPPS was provided during 2017. The value of the project is EUR 5 million.
ACTIVITY		Brief description of what the activity achieved		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation
3. Improving the existing capacities of PA bodies for planning through establishing a model for organisation of study-analytical tasks (amendment to the Decree on principles on internal organisation and systematisation of posts in ministries, special organisations and services of the Government and regulations regulating tasks of state administration)	3rd quarter of 2015	The RPPS has provided technical and coordinating support during the preparation of a number of planning documents relevant to the strategic direction of the Republic of Serbia, as follows: National Programme Fighting Grey Economy, the Action Plan to Improve Doing Business, and a part of the Programme of Economic Reforms relevant to planning of structural measures). For the purposes of state administration bodies dozens of analytical appendices and specific studies have been undertaken for policy making purposes on the basis of analyses, facts and data. In cooperation with the HRMS there are continued efforts to strengthen the administrative capacities of state administration bodies. In the first half of 2015 a special civil servants training programme was developed in the field of improving the system of public policy management, and it was delivered jointly with the HRMS. The training programme consisted of three modules (planning techniques, regulatory impact assessment and monitoring, reporting and policy evaluation). During the three cycles of training about 50 civil servants (managers and executorial staff) working on policy planning, monitoring and reporting were trained. During 2016 five training courses were delivered for civil servants and managers in the field of regulatory impact assessment, managing the legislative process, the role of managers in strategic and financial planning. Training was delivered to 71 civil servants and managers . During the first two quarters of 2017 to strengthen analytical capacities in state administration bodies training was delivered to civil servants in the field of regulatory impact assessment with 12 participating civil servants . At the beginning of June 2017 training courses were delivered to appointed civil servants within the programme management of public policies and management of the legislative process for managers attended by a total of 12 managers .	The activity has been partially implemented, since regulations have not been adopted which regulate the analytical/planning/study tasks in state administration bodies which should, among other things, prescribe the establishment of a service for analytical tasks (this is primarily the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations and services of the Government, and regulations on tasks of the state administration, as well as the Law on Statistics which should include provisions on further development of the methodology / analytical department and raising of technical knowledge and skills. Having this in mind, in April 2017 the RPPS sent an initiative to the Ministry of Public Administration and Local Self-Government to intensify contacts between the MPALG and the RPPS to work jointly on amending the Decree on the principles of internal organisation and systematisation of posts in ministries, special organisations and services of the government and other regulations prescribing the tasks of state administration.	In the implementation of this activity the MPALSG should have the key role, since the MPALG is authorised to propose changes to the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations and services of the Government, and regulations on tasks of the state administration.		3rd quarter of 2017	
6. Improving the IT structure which is to include: the AP	4th quarter of 2016	In cooperation with the institutions of the Centre of Government activities have been initiated to establish a central ICT for policy planning and monitoring. The RPPS started the public procurement procedure for the development of the unique IT system for policy planning. The technical specifications have been	After ensuring the necessary funds in the budget for 2017, the activities related to implementing the	Having an adequate technical –software solution for efficient policy planning and coordination within the public administration system.		4th quarter of 2018	

¹³ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

¹⁴ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

	for implementation of the Government Programme, the PIRV, the existing programme budgeting and budget execution system, and the system ISDACON and the NPAA ¹⁵		developed within the tender documents for the public procurement procedure. The public procurements web portal published the invitation of bids, and the deadline for the submission of bids has expired on 20 July 2017. The solution which the system is to provide is the entry of data through the user interface, meaning entry of planned and actual values of key performance indicators which are to be linked to all elements of action plans (objectives, measures, institutions in charge of implementation, estimated funding needed, regulations under which the measures are implemented, deadlines for implementation, result and activity indicators).	unique IT system for policy planning and monitoring of policy implementation are proceeding smoothly.				
	7. Developing mid-term work plans for PA bodies harmonised with the strategic priorities of the Government and the programme budget	4th quarter of 2015, 2016, 2017. ¹⁶	In the draft Law on the Planning System of the Republic of Serbia the RPPS specified the legal basis for the adoption of the Decree on mid-term planning. The draft Law on the Planning System of the republic of Serbia prescribes that mid-term plans are comprehensive planning documents adopted for a period of three years enabling the linking of policies with the mid-term framework of expenditures, and that the mid-term plans are developed on the basis of valid policy documents, while taking into consideration the priority objectives of the Government, the available capacities and resources, and the changes in the actual situation compared to the time when the policy documents were adopted.	The planned dynamics for the adoption of the Decree on mid-term planning was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017.	The precondition or the full implementation of this activity is the prior adoption of the draft/proposed Law on the Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	During 4th quarter of 2017		
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of public administration reform	1.3.3. Increased transparency of the policy management system ¹⁷			Share of number of draft laws which in the drafting process conducted a public debate relative to the total number of draft laws adopted annually	BV (2014): 45,9% TV (2016): 55% TV (2017): 60% AV (2015): 39% AV (2016): 50%			
	ACTIVITY							IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED
<i>Partners:</i>	Determine the level of achievement	Deadline for implementation	Brief description of what the activity achieved			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
RPPS								
Republic Legislative Secretariat	1. Introducing the obligation to publish the annual Government work plan and the annual Government report on the web portal of e-government and/or the webpages of the Government (changing the relevant regulations)	4th quarter of 2015	The annual Government work plan for 2016 was published on the website of the General Secretariat of the Government. http://www.gs.gov.rs/doc/PLAN_RADA_VLADE_2016.pdf					
GSG (act 1)								
MPALG (act 2 and 3)	2. Introducing the obligation for state administration	4th quarter of 2015	The draft Law on the Planning System and the accompanying decrees regulating reporting on results of policy implementation have been developed. The public debate was conducted between 30.12.2016 - 20.01.2017			After the public debate, the materials will be submitted to the competent bodies in order to collect opinions and to the Government to discuss and send	The Government Programme for 2017 states that the Government is to determine the proposed Law on the Planning System of the Republic of Serbia during the 1 st	
Office for Cooperation with the Civil Society								
CSO'S								

¹⁵ The function of implementing these plans and the reporting system are integral parts of the IT system.

¹⁶ This activity will be implemented at annual level also in 2016 and 2017.

¹⁷ Note: the indicator of Sector Budget Support for variable tranches, with respect to result 5.1.2. CSO and citizens included in the process of policy making, implementation and monitoring at national and local level: "Induced output 3 Increased participation of citizen and civil society organisations in the policy-making process"

bodies to periodically report to the Government on implementing regulations and policy documents and achieved impacts (changing the relevant regulations)			the proposed Law to the National Assembly for adoption. After the draft Law becomes the proposed Law and after its subsequent adoption by the National Assembly, it is planned that the Government will adopt the Decree on Methodology for policy management, regulatory and policy impact assessment, and the content of individual policy documents, as well as the Decree on mid-term planning prescribing the format and content of mid-term plans.	quarter of this year, while the adoption of the accompanying decrees is planned for the 2nd quarter of 2017.	
3. Improving consultations with stakeholders within the policy management system (changing the relevant regulations)	4th quarter of 2015.	The draft Law on Changes to the Law on State Administration has undergone a public debate (7-27 December 2016) and is in the process of collecting opinions from relevant bodies. The working version has also been prepared of the initiative to change the Rules of Procedure of the Government. The submission of the initiative to change the Rules of Procedure of the Government reflects the dynamics for the adoption of the Law on Changes to the Law on State Administration, which was subject to a more comprehensive public debate, which is true also for the said initiative. The initiative was drafted because of the need to harmonize the Rules of Procedure of the Government with the changed Law on State Administration, which includes a novelty in terms of obligations of state administration bodies with respect to reporting to the public and initiating the preparation of certain legal changes and creating conditions for inclusion of the interested public, and especially civil society organisations, in the process of law drafting as well as in terms of the manner and conditions for conducting the public debate. The current Rules of Procedure regulates the manner of conducting the public debate, while the above mentioned change would cover the inclusion of the public in the procedure before the public debate.		After the adoption of the Law on Changes to the Law on State Administration	

Specific objective 1:								
Improving organizational and functional sub-systems of public administration								
Measure 1.4: Establishing solid coordination mechanisms enabling harmonised development and functioning of e-government, and finalising the legal framework and procedures for development of e-government ¹⁸								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – DEU <i>Partners:</i> The Ministry of Trade, Tourism, and Telecommunications Republic Legislative Secretariat CSO'S	1.4.1. Coordinated management of e-government development is established, with established institutional and comprehensive legal framework ¹⁹			Number of meetings held by the sub-groups to the E-Government Working Group, annually	BV (2014): 0 TV (2015): 2 TV (2016): 4 TV (2017): 4 AV (2015): 0 AV (2016): 3			
				Number of meetings held by the sub-groups to the E-Government Working Group, annually	BV (2014): 0 TV (2015): 3 TV (2016): 8 TV (2017): 9 AV (2015): 0 AV (2016): 6			
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – DEU <i>Partners:</i> MPALG MoI CRA Republic Land Survey Office MoF - all administrations within the MoF NBS Joint Services of the Government National Statistical Office	1.4.2. Interoperable communication established among different IS services of PA bodies and units of LSG based on using established basic e-government registers		The strategic framework is complete for implementation of activities of e-government in the Republic of Serbia. The Strategy of E-Government Development with the accompanying Action Plan has been adopted in December 2015 („The Official Gazette of RS“, No. 107/15). The working group is established for drafting the Law on Electronic Government, by decision number 119-01-00254/2015-17 of 3 March 2016, which has so far held 7 meetings. The working draft of the Law has been agreed and it is planned that the working group will continue to work on further details of the Law. The service x-road has been established for exchange of data between electronic official records which is to enable efficient implementation of the Law on General Administrative Procedure and greater sophistication of e-services for citizens and the economy, via the e-Government portal. In the first stage the system e-ZUP (General Administrative Procedure Law) has linked 14 data bases of 6 major institutions in Serbia – registry books of the MPALG, data base of the MoI, the Tax Administration, The Pension Insurance Fund, National Employment Service, and the Central Registry of Mandatory Social insurance.	Number of PA bodies which apply interoperability standards	BV (2014): 4 TV (2016): 10 TV (2017): 50 AV (2015): 5 AV (2016) : 10			
				Number of state administration bodies and units of LSG using the service x-road	BV (2014): 5 TV (2016): 30 TV (2017): 50 AV (2015): 10 AV (2016) : 54			
				Number of basic registries of e-government connected with other IT systems of other bodies	BV (2014): 1 (Company Registry Agency – CRA registry) TV (2016): 3 TV (2017): 4 AV (2015): 1 AV (2016) : 6			
ACTIVITY			Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	

¹⁸ The measure 1.4 is harmonised with the objectives of the Strategy for Development of e-Government. It is not elaborated in detail by this AP since its implementation will be monitored primarily through the AP for implementation of the Strategy for Development of e-Government in the republic of Serbia, which is a sub-strategy within the PAR. Within this AP the achievement of key results of that Strategy will be monitored, and they are stated here.

¹⁹ Specific result is implemented in 2016, but since data is collected for the report presenting all achieved results since 2015 until second half of 2017, it is possible to present new values for indicators and present the impacts over the past two years.

achievement							
	2. Complete legal framework for e-government	4th quarter of 2015	The strategic framework is complete for implementation of activities of e-government in the Republic of Serbia. The Strategy of E-Government Development with the accompanying Action Plan has been adopted in December 2015 („The Official Gazette of RS“, No. 107/15). This activity refers to the adoption of the Law on e-Government (underway), the Law on the Registry of Citizens (under the competences of the MoI), and also adoption of other sector specific laws which are the competence of line ministries but having parts relevant to e-government. The working group is established for drafting the Law on Electronic Government, by decision number 119-01-00254/2015-17 of 3 March 2016, which has so far held 7 meetings. The working draft of the Law has been agreed and it is planned that the working group will continue to work on further details of the Law.	The working group has been established (of liaison officers) for the development of e-Government by decision: 119-01-15/2016 of 18 May 2016. The WG has had 3 meetings during 2016. The AP was drafted for the period 2017-2018 for implementation of the Strategy for Development of e-Government (2015-2018)	Intensive work is underway to harmonise the positions of members of the WG on identified open (contentious) issues.		
	4. Establishing the e-register of citizens, including drafting and adoption of proposed relevant laws	4th quarter of 2015					
	5. Opening the address registry for all applications	4th quarter of 2015			The establishment of the address registry is part of the project that the National land Survey Office is implementing with the World Bank.		
Implementing institution	RESULT Determine the level of achievement	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – DEU <i>Partners:</i> CRA MoF – all administrations within the MoF MoI Republic Land Survey Office Competent tax authorities units of LSG	1.4.3. New e-services using basic registries are established and are widely promoted ²⁰	New e-services have been introduced: e-Babies (Registration of new-borns in the maternity hospital), Filing applications for new health insurance booklets, e-kinder garden (enrolment of children in pre-school institutions) , replacement of old driver's license by new (card format). During 2016 these were continually prompted through social networks, attending conferences, holding conferences, (Days of e-Government) and workshops. The promotion activities has the following results: The number of accounts at the e-Government portal (www.euprava.gov.rs) during 2016 grew by 145 % - from 350,000 this site currently has more than 590,000 active users . During 2016 a total of 160 new services have been designed , along which at the present time through the portal there are 710 different services offered by 143 state administration bodies . In 2016 the most popular were three new e-services: electronic replacement of old health insurance booklets by new health insurance cards, e-Baby, and Online enrolment of children in pre-school . Aside from them, citizens mostly used the national e-government portal to acquire certificates from the Registry Books of Birth and Certificates of Citizenship, but also they used to portal to report problems to the relevant inspection services . Electronic replacement of health insurance booklets with new health insurance cards via the e-Government portal was used by more than 200,000 citizens of Serbia . Applications through the portal	Percentage of citizens who are satisfied with the services and interaction with public administration through the e-Government portal	BV(2014): 10% TV (2016): 20% TV (2017): 30% AV (2015): 15% telephone survey AV (2016): 25% Portal statistics			
			Average time needed to receive the personal ID document after filing the application (PPA 5)	BV (2014): DEU/ AP 15 legally prescribed days SIGMA, ID: 4.8 TV (2016): 8 actual days TV (2017): 5 actual days AV DEU (2015): 10 actual days AV DEU (2016): 8 actual days	AV SIGMA (2016 ²¹): Not available		
			Number of services offered via the e-Government portal (one-stop-shop) (PPA 5)	BV (2014): DEU: 7 SIGMA: 312 TV (2016): 15 TV (2017): 20	AV SIGMA (2016 ²²): about 20 services at transaction level		

²⁰ The specific result was achieved in 2016, but since data is collected for the report presenting all achieved results since 2015 until second half of 2017, it is possible to present new values for indicators and present the impacts over the past two years.

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

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

		<p>and the service of Online enrolment of children in pre-school, which was activated in May last year, was used by about 10,000 parents in the territory of the city of Belgrade. The project "Welcome, Baby" (e-Baby), became active by the end of 2016 in 47 maternity hospitals in Serbia and currently this service is provided only in maternity hospitals. By now, this service was used to register more than 16,000 babies and about 7 different papers have been abolished.</p>		<p><i>AV DEU (2015): 10, but in limited scope for now</i> <i>AV DEU (2016): 18</i></p>			
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Specific objective 2:	Indicator (impact level)
Establishing a coherent public civil service system which is merit-based and improved human resources management ²³	Extent to which the policy and legal framework for professional and coherent public service is established and implemented (PPA 3) BV (2014): 4 TV (2016): 4 AV (2015): 4 AV (2016 ²⁴):4
	Extent to which the institutional setup enables consistent HRM practices across the public service (PPA 3) BV (2014): 2 TV (2017): 3 AV (2015): 2 AV (2016 ²⁵): 2
	Extent to which the remuneration system of civil service is fair and transparent and applied in practice (PPA 3) BV (2014): 4 TV (2017): 5 AV (2016 ²⁶): 4

Specific objective 2:							
Establishing a coherent public civil service system which is merit-based and improved human resources management							
Measure 2.1: Establishing a coherent system of labour relations and salaries in the public administration based on transparency and fairness							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> Line ministries MoF HRMS Republic Legislative Secretariat BCC CSO'S	2.1.1. Harmonized labour-legal status of employees in all parts of public administration, in order to strengthen the implementation of principles of depolitisation and professionalization of the merit-based system	There are no visible effects of implementation since not all regulations have been adopted which regulate the labour-legal status of employees across the public administration. So far, only the Law on Employees in the AP and units of LSG has been adopted.	The share of employees in the PA system who are not subject to the provisions on mandatory conducted competitions when being recruited relative to the total number of PA employees	BV (2015): about 50% TV (2016): 50% TV (2017): 70% AV (2016): this value will be measured in 2018 for 2017, since the Law on Employees in the AP and Units of LSG is applied since 1 December 2016 (on the basis of the Law, the AP and the units of LSG are to harmonise their rulebooks and subsequently public competition announcements)	This value will be measured in 2018 for 2017, since the Law on Employees in the AP and Units of LSG is applied since 1 December 2016 (on the basis of the Law, the AP and the units of LSG are to harmonise their rulebooks and subsequently public competition announcements)	A public procurement procedure has been initiated and conducted for consulting services to conduct an analysis of mandatory legal regulations from result 2.1.1. The total amount paid is RSD 810,000.	
	ACTIVITY	Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				

²³ The logic of this specific objective is based on the dichotomy between the civil servant and the public servant system. Since the labour-legal relations in the state administration system are already in principle established on merit basis by the Civil Service Law, for state administration bodies there is the measure 2.2 establishing a strategic HRM function, while for the broader public servant system (which in terms of labour-legal relations includes also public services and public agencies) there is planned development of the basic elements of the merit system (measure 2.1) and basic elements of HRM (measure 2.3).

²⁴ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

²⁵ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

²⁶ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	2. Drafting and adoption of policy paper (concept document) for the establishing of the public servants system with criteria for employment and promotion based on transparency and merit, and with recommendations for improvement across all parts of the PA system	2nd quarter of 2016	Not implemented due to changed priorities of activities of the Ministry, caused by fiscal consolidation and optimisation across the public sector.; it should be noted, however, that the changes and amendments to the Law on Salaries of Employees in the Public Sector specifies that until 1 July 2017 laws should be adopted regulating the labour-legal status, salaries and other remunerations of employees in the AP and units of LSG, and by 1 January 2018 laws should be adopted regulating the labour-legal status, salaries and other remunerations of employees in public services, public agencies, and other bodies and organisations founded by the Republic of Serbia, the AP, and the units of LSG.	The deadline for the adoption of these laws has been delayed due to the presidential elections.	The Law regulating salaries and other remunerations for employees in bodies of the AP and units of LSG is prepared and expected to be adopted in September 2017, and by the end of 2017 it is expected that also laws will be adopted regulating labour-legal status, salaries and other remunerations of employees in the AP and units of LSG, and by 1 January 2018 laws should be adopted regulating the labour-legal status, salaries and other remunerations of employees in public services, public agencies, and other bodies and organisations founded by the Republic of Serbia, the AP, and the units of LSG. Based on the analysis of the mandatory legal regulations from the result 2.1.1 defining the labour-legal status of employees in all parts of the public administration in the Republic of Serbia with recommendations for establishment of a coherent labour-legal status of employees in public administration, a working version has been drafted of the Law on Labour-Legal Status and Salaries in Public Services. In the forthcoming period it is expected to have the harmonized final text of the draft Law on Employees in Public Services, which will regulate labour relations and salaries of employees in public services. Apart from the 16 meetings held of the WG drafting the Law, a consultations process has been conducted with all representative trade unions in different fields of activity and with other stakeholders, and further intensive work is expected to harmonise the text. After the text is harmonised all activities are expected to be undertaken for the adoption of the law which is planned for September 2017.	4th quarter of 2017	
	3. Drafting and preparation of proposed changes to the legal framework regulating the labour-legal status of employees in state administration, public services, and public agencies in line with the policy paper, with public consultations ²⁷	4th quarter of 2016			It is expected that by the end of 2017 laws will be adopted regulating the labour-legal status, salaries and other remunerations of employees in public services, public agencies, and other bodies and organisations founded by the Republic of Serbia, the AP, and the units of LSG. Based on the analysis of the mandatory legal regulations from the result 2.1.1. defining the labour-legal status of employees in all parts of the public administration in the Republic of Serbia with recommendations for establishment of a coherent labour-legal status of employees in public administration, and on the basis of the work of the WG and harmonisation with representatives of trade unions, the working draft of the law has been developed on labour-legal status and salaries of employees in public services.	4th quarter of 2017	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations

²⁷ The labour-legal status in the AP and units of LSG will be regulated by the Law on Employees in Autonomous Provinces and Units of LSG.

MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> Line ministries MoF	2.1.2. Established transparent and fair salary system in the PA		There are no visible effects of implementation because the Law on the Salary System for Employees in the Public Sector is adopted („The Official Gazette of RS“, No. 18/16 and 108/16), as the umbrella law, but the sector specific laws on salaries are not yet adopted. The Decree on the catalogue of posts in public services and other organisations of the public sector, as part of the General Catalogue, and the Catalogues (as appendix and integral part of the Decree) were adopted on 27 July 2017.	The share of PA employees not covered by the new Law on Salaries relative to the total number of PA employees (about 500,000 employees)	<i>BV (2015): 0%</i> <i>TV (2016): 60%</i> <i>TV (2017): 60%</i> <i>AV (2016): 0%</i>	0%	The World Bank consultants were involved in the development of the Catalogue of posts in public services and other organisations of the public sector, which is an appendix and an integral part of the Decree. Name: Contribution to the PAR – total value of paid fees for implementation of all objectives within this project for the period November 2016 – May 2017 is RSD 10,156,660.51 (it is not possible to determine the exact amount of the above sum that was dedicated specifically to developing the Catalogue).
	ACTIVITY		Brief description of what the activity achieved		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
	Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
	2. Preparation and adoption of the Catalogue of posts for all parts of the public administration system	2nd quarter of 2015	Implemented partially – the Catalogue of posts in the public sector is adopted and these posts represent about 70% of the total number of posts in the PA. The Decree on the catalogue of posts in public services and other organisations of the public sector, as part of the General Catalogue, and the Catalogues (as appendix and integral part of the Decree) were adopted on 27 July 2017.		In the course of preparing the Catalogue there was a change made in the concept of how to regulate salaries in the public sector and consequently the implementation of the system law on salaries was postponed (amendment of the Law („The Official Gazette of RS“, No. 108/16)), and the other reason for delay were the parliamentary elections (April 2016) and presidential elections (April 2017) and the care-taker Government working only in technical mandate, which is why it was necessary to delay the preparation of the Catalogue.	Continuation of work to prepare the Catalogue of posts.	
3. Preparation and adoption of bylaws (decree on coefficients, decree on compensations for expenditures and other remunerations)	4th quarter of 2015	Not implemented since the Law on Salaries of Civil Service and employees in bodies of the AP and units of LSG has not been adopted, nor has the Law on Employees in Public Services been adopted. The draft Law on Salaries of civil servants and employees in the AP and units of LSG specifies that Government acts regulating compensation for expenses and other remunerations shall be adopted within 6 months of the coming of the Law into effect. The starting salary coefficients for employees in the AP and units of LSG were proposed in this draft law.		Due to the change of the concept of regulating salaries in the public sector (amendment of the Law („The Official Gazette of RS“, No. 108/16 there was a delay in the adoption of the Law on Salaries of Public Servants and Employees in the AP and Units of LSG, and thus the adoption of accompanying bylaws.	Finalisation of work on the Law on Salaries of Public Servants and Employees in the AP and Units of LSG, which implies the collection of opinions of competent bodies and sending the draft law to the Government for discussion and adoption. After the Government makes it a proposed law, it is to be sent to the National Assembly for adoption. Within 6 months of the coming of the Law into effect, the relevant bylaws are to be adopted.	End of September 2017	

Specific objective 2:								
Establishment of coherent public merit-based civil service system and improvement of human resources management								
Measure 2.2: Improvement of the HRM function in state administration by the end of 2017 through a strategic approach, along with introduction of new instruments and strengthening of capacities for HRM ²⁸								
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2 2017	Budget	donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS PA bodies in which the problem will be analysed MoF	2.2.1 Basic improvements of key elements of HRM in order to prevent further politisation of the recruitment process, prevent turnover of quality staff and attract quality candidates to work in PA		There are no visible effects of implementation because the changes and amendments to the Civil Service Law were not adopted.	Percentage increase of the average number of external candidates in competitions for appointed positions	BV (2014): 7 candidates on average TV (2016): 50% AV (2015): 5 candidates on average (reduction by 28, 6%) AV (2016): 4 candidates on average (reduction by 42.9%)	AV (2017): 3.5 candidates on average (reduction by 50%)		
				Share of performance appraisal results of 4 and 5 during the annual performance appraisal of civil servants	BV (2014): 87% Due to changes in the legal solutions, the TV will not be determined for years 2015 and 2016	AV (2015) - 89% (result 4 for 44.5% and result 5 for 44.5% of all civil servants) AV (2016) - 87,2% (result 4 for 45.5% and result 5 for 41.7% of all civil servants)		
				ACTIVITY				
Determine the level of achievement		Deadline for implementation	Brief description of what the activity achieved	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
2. Preparation and finalisation of proposed changes to the Civil Service Law in accordance with the analysis from activity 1		2nd quarter of 2015			The document „Reform of the civil service system – policy paper“ has been prepared, and it proposes the key directions for future changes of the Civil Service Law. According to the policy paper document, in 2015 the draft Law on changes and amendments to the Civil Service Law was prepared, and it was subject to the procedure of collecting opinions from relevant state administration bodies.	The Law on Changes and Amendments to the Civil Service Law which was prepared and submitted for the adoption procedure in 2015, was not adopted due to the invited extraordinary parliamentary elections and the dissolution of the National Assembly.		The Civil Service Law will again be submitted for adoption. The draft Law will be submitted to state bodies for collection of opinions and harmonisation of the draft with possible comments and suggestions. Subsequently it will be submitted to the Government for adoption whereby it becomes the proposed law, and tabled for adoption to the National Assembly of the RS. After the adoption of the Law on Changes and Amendments to the Civil Service Law there will be a need to propose changes in relevant bylaws to support the implementation of the new solutions, especially in implementing HRM instruments.
3. Implementing HRM procedures in accordance with changed legal solutions		4th quarter of 2016		The Law on Changes and Amendments to the Civil Service Law which was prepared and submitted for the adoption procedure in 2015, was not adopted due to the invited extraordinary parliamentary elections and the dissolution of the National Assembly.	The Civil Service Law will again be submitted for adoption. The draft Law will be submitted to state bodies for collection of opinions and harmonisation of the draft with possible comments and suggestions. Subsequently it will be submitted to the Government for adoption whereby it becomes the proposed law, and tabled for adoption to the National Assembly of the RS.	During 2018		

²⁸ The measure from Section III.B.2. from the PAR Strategy is divided here into two measures, which is in line with the content of that section of the Strategy which presents a more comprehensive analysis of problems relevant to the HRM function in the state administration system, while for other bodies and organisations in the PA system, including the units of LSG, it discusses primarily the need to establish the legal and institutional framework for professional training and certain aspects of HRM in LSG (here included in the measure 2.3).

Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget
MPALG – department in charge of labour-legal relations and salaries	2.2.2 Consolidated institutional framework for development of HRM functions across the PA		There are no visible effects of implementation because the changes and amendments to the Civil Service Law were not adopted.	Extent to which the institutional framework for HRM implies clear division lines of responsibilities between HRM policy making and policy implementation	BV (2014): no TV (2016): yes AV (2016): no	No	
<i>Partners:</i> HRMS	ACTIVITY		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
PA BODIES	Determine the level of achievement	Brief description of what the activity achieved		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Integrating the function of HRM policy making and implementation through changes of regulations on the civil service system according to 2.2.1.2, establishing a separate organisational units within the MPALG which will take over the tasks of the HRMS			Not implemented due to changed priorities of activities of the Ministry, caused by fiscal consolidation and optimisation across the public sector – underway is the finalisation of work for receiving donor assistance in order to continue work on improving the HRM function.			The new deadline will be set after the PAR Council adopts the changes on the Policy framework for HRM to which SIGMA/OECD/EC comments have been integrated.
	2. Amending the Rulebook on internal organisation and systematisation of posts in the MPALG and taking over employees and assets of the Human Resources Management Service by the MPALG	1st quarter of 2016		Not implemented due to changed priorities of activities of the Ministry, caused by fiscal consolidation and optimisation across the public sector – underway is the finalisation of work for receiving donor assistance in order to continue work on improving the HRM function.			The new deadline will be set after the PAR Council adopts the changes on the Policy framework for HRM to which SIGMA/OECD/EC comments have been integrated.
	3. Developing the model of organisational structure for HRM units in PA bodies and job descriptions for employees in such units	3rd quarter of 2016		Not implemented due to changed priorities of activities by the Ministry due to the needs of fiscal consolidation and optimisation across the public sector – underway is the finalisation of work for receiving donor assistance in order to continue work on improving the HRM function.			The new deadline will be set after the PAR Council adopts the changes on the Policy framework for HRM to which SIGMA/OECD/EC comments have been integrated.
	RESULT		Tangible effects of the result	INDICATORS			Used budget funds since 2015 until 30 June 2017

Implementing institution	Determine the level of achievement 	Brief explanation of the achieved progress	Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS PA BODIES CSO'S	2.2.3 Policy framework is established for strategic HRM and instruments are improved for strategic HRM in PA	There are no visible effects of implementation because the changes and amendments to the Civil Service Law were not adopted.	Annual turnover of civil servants at the level of central administration (PPA 3)	<i>BV (2014): 3.56%</i> <i>TV (2016, 2017): about 2%</i> <i>AV (SIGMA measurement 2015): 2.08%</i> <i>AV (2016 HRMS): 2.34%</i>	<i>AV (2016²⁹ SIGMA): Not available</i>		In order to introduce the system of competences (basic and functional) project support was requested from GIZ: Project "Support to PAR in Serbia" and the GF Project RS35 "Promoting PAR through HR modernization". The value of the GIZ Project is EUR 2.5 million (EUR 1.5 million, in allocation for 2016 additional EUR 1 million was provided and the project will last from 2016 to 2018), but it should be noted that it supports three components (support to the implementation of the Law on general Administrative Procedure, improvement of quality management in public service, improvement of policy making and instruments of HRM, including gender equality), of which only one component refers to introducing the system of competences, and it is therefore not possible to determine the amount spent so far for this component. It is not possible to provide information about the value of the GGF due to the confidentiality policy of the UK Embassy.
			Percentage of vacant positions filled by public competitions in the civil service at level of the central administration (PPA 3)	<i>BV (2014): 82,9%</i> <i>TV (2017): 87%</i> <i>AV (2015 HRMS): 69.7%</i> <i>AV (2016 HRMS): 95.9%</i>	<i>AV (1/2 2017 HRMS): 93.91%</i> <i>AV (2016³⁰ SIGMA): Not available</i>		
ACTIVITY		Brief description of what the activity achieved		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	2. Drafting and adoption of the policy paper ³¹ (concept document) for the establishment of strategic HRM function with recommendations for introduction of new instruments and introducing a staff retention policy ³² in priority areas based on results of FR from activity 1	2nd quarter of 2016	With respect to the HR retention policy, the Decision of the Minister of PA and LSG No. 119-01-11/2016-04 of 5 May 2016 established a Special Working Group to propose measures to ensure staff retention, consisting of representatives of the Ministry of Public Administration and Local Self-Government, the Ministry of Finance, the Ministry of Agriculture and Environmental Protection, the Office of the Minister without Portfolio in charge of EU integrations, the Republic Legislative Secretariat, the Republic Public Policy Secretariat, the Human Resources Management Service, the Office for Audit of EU Funds Management, and the SEIO – Serbian EU Integrations Office. The Special WG is tasked with undertaking an analysis of valid regulations regulating the labour-legal status of employees within the civil service system of state administration bodies, assessment of the content of existing instruments from the point of view of their effectiveness and the function of retention of employees within the system, as well as drafting an initiative for improvement of the situation and undertaking of measures for possible changes of regulations in order to achieve more efficient policy implementation for retention of HR in the civil service system. Also, another document has been prepared and endorsed on the PAR Council: the Policy Framework for HRM, presenting the key guidelines and a policy framework for HRM in the civil service, proposing also the key directions for further development of the civil service system. The European Commission provided its comments to the Policy Framework for HRM in the Civil Service of the Republic of Serbia, and the text		The changes of this document is expected to be adopted by the PAR Council, after which work will begin on drafting and preparing the Civil Service Law.	4th quarter of 2017	

²⁹ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

³⁰ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

³¹ **Note: Indicator of Sector Budget Support for Variable Tranches: „Induced output 4: Improved merit-based human resources management system within the public service, 4. PAR Council endorses a policy paper for a competence based human resources management (HRM) system targeting improved recruitment, performance appraisal and professional and career development procedures“.**

³² The retention policy shall be harmonised with requirements from the Negotiating Chapter 22.

		was harmonised with these comments, and after the changes of this document will be adopted by the PAR Council the next step will be to begin drafting and preparing the Civil Service Law. The document Policy Framework for HRM in the Civil Service of the Republic of Serbia provides guidelines related to attracting and retaining quality staff by improving the system of competences-based career and professional development, through inception period, performance appraisal, promotion, and horizontal mobility, the salary system, professional training and development career management, and special measures for HR retention.			
3. Development and proposal of system of competences (basic and functional) for civil servants	3rd quarter of 2016	The Special Working Group for the development of the competences framework for civil servants has been established by the Decision of the Director of the HRMS of 18 April 2017, and it consists of representatives of the HRMS, the Ministry of Public Administration and Local Self-Government, and national experts in this field. This activity is planned within the second component of the project "Support to PAR" supported by GIZ foundation. The institution in charge of the project is the MPALG, and the HRMS is the partner of the Ministry in charge of implementing the activity within the second component: Developing the competences framework (behavioural and functional) for civil servants, based on the Policy Framework for HRM in the Civil Service and which is aimed at establishing and integrated HRM system in the civil service based on competences. The WG started working at the beginning of May, and meeting are being held regularly once a week. The first draft of the competences framework should enable improvement of all areas of HRM in state administration, especially recruitment and performance appraisal, and it has been presented to managers and decision-makers from the HRMS and the Ministry of Public Administration and Local Self-Government at the beginning of June. The Special WG has a deadline by September to propose the competences framework, the methodology for generation of functional competences, and to prepare guidelines for integration of the competences framework into the legal framework.		The key pre-requirement for the competences framework needed for effective work of civil servants in order for it to fulfil its purpose if its integration into the legal framework, along with training of all key actors in the HRM process to implement the framework in practice in different areas of HRM. It is therefore necessary: - To change the Civil Service Law and the accompanying bylaws; Create and implement programmes for employees in the HRMS, MPALG, and HRM units in PA bodies and managers.	3rd quarter of 2017
4. Development and proposal of HRM instruments for attraction of quality HR to the state administration (improvement and rationalisation of recruitment system, developing mechanisms for beginners, internships and volunteering, etc.)	4th quarter of 2016	The Policy Framework for HRM has been prepared, presenting the key guidelines and a policy framework for HRM in the civil service, proposing also the key directions for further development of the civil service system. The European Commission provided its comments to the Policy Framework for HRM in the Civil Service of the Republic of Serbia, after the text is harmonised with these comments, the changes of this document will be adopted by the PAR Council the next step will be to begin drafting and preparing the Civil Service Law.	The deadline for the adoption of changes of this document was delayed due to presidential elections and the formation of the new Government.	The changes of this document is expected to be adopted by the PAR Council, after which work will begin on drafting and preparing the Civil Service Law.	4th quarter of 2017
5. Development and proposal of advanced instruments (for institutional and individual development) for career development in civil service for civil servants at the beginning of career and civil service at mid-career, and other instruments strengthening professionalism and continuity of administration	4th quarter of 2016	Programmes of general professional development for managers for the years 2015, 2016, and 2017 set out the formats and contents of general professional development of managers in ministries, special organisations, services of the Government, and technical services of administrative districts. The programme of general professional development is a key institutional instrument for civil servants development, especially those in managerial position, and those being prepared to take such positions. The programmes for managers provide support for the development of managerial competences (basic and functional) and they are structured through a set of mandatory and optional modules, and through activities of additional support. Activities of additional support are in form of optional modules and participants can choose if and which instrument for personal development they wish to use during the programme. The programmes promote personal development of participants through three instruments for personal development: self-assessment of individual development potential, coaching, and mentoring. From 1 January 2016 to 30 June 2017 the HRMS has implemented 3 Programmes of general professional development for managers attended by more than 50 participants – managers of different levels. About 30 participants conducted self-assessment of individual development potential by online testing at the website of the HRMS, 16 participants opted for coaching support, and 12 opted for doing a paper with mentoring support. In the period 2016 – June 2017 a total of 4 training courses from the general programme for individual development of civil servants have been delivered which promote the role and significance of personal development instruments – coaching and mentoring and were attended by 58 participants.		The draft Law on NA in State Administration and the Changes and Amendments to the Civil Service Law, which are expected to be adopted by the end of the year, clearly define the role and significance of these instruments in the process of professional development, and in the overall process of career development for civil servants.	

	6. Drafting and agreeing proposed changes and amendments to the Civil Service Law to introduce new elements to the system in line with the policy paper (2.2.3.2) and activities 1-3, with public consultations	1st quarter of 2017.	The Policy Framework for HRM, presenting the key guidelines and a policy framework for HRM in the civil service, proposing also the key directions for further development of the civil service system. The European Commission provided its comments to the Policy Framework for HRM in the Civil Service of the Republic of Serbia, after the text is harmonised with these comments, the changes of this document will be adopted by the PAR Council the next step will be to begin drafting and preparing the Civil Service Law.	The deadline for the adoption of the changes of this document was delayed due to presidential elections and the formation of the new Government.	The changes of this document is expected to be adopted by the PAR Council, after which work will begin on drafting and preparing the Civil Service Law.	4th quarter of 2017		
	7. Establishing a centre for basic competences development and career development of managers and civil servants in prioritized areas within the organisational unit of the MPALG in charge of HRM	2nd quarter of 2017.	The Assessment Centre of Basic (Behavioural) Competences, as a methodology for assessment of individual potential for development and career development has been established as one of the activities of the HRMS and it is implemented since June 2015. It is intended to all interested civil servants who wish to control and manage their personal development, irrespective of whether they have managerial positions or not, and irrespective of the area in which they are working. During 2016 about 350 civil servants use some of the services of the existing Centre for Development, and about 50 went through the complete assessment of the Centre for Development. The Centre is not established as an internal organisational unit within the HRMS, but as a set of technical activities (assessment of individual development potential, drafting of individual development plans, coaching, mentoring, career counselling, etc.) provided by the staff in the Department for Selection and Development of HR. the approach is not systematic and institutional, but individual and relies on the proactive approach of the individual civil servant.		The changes and amendment to the Civil Service Law which are introduced as support to the law to establish the National Public Administration Academy (which is expected to be adopted by the end of 2017), envisage that the HRMS will be given new competences related to assessment of individual development potential and career management for civil servants. That would create the preconditions for activities implemented in the Centre to become integrated in the institutional framework and would ensure a systemic approach to civil servants career management, especially those working in prioritised areas.			
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS PA BODIES	2.2.4. Improved capacities for strategic management of human resources ³³		There are no visible effects of implementation.	Percentage of managers and employees in HRM units in PA bodies who confirm that they use new knowledge and instruments	BV (2014): 0% TV (2016): 20% TV (2017): 75% (measuring by survey at the end of 2017)	0		
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
	1. Strengthening internal communications (web platform, e-government, etc.) in PA and networking of all actors in strategic HRM	1st quarter of 2017	The document that was endorsed by the PAR Council, the Policy Framework HRM document has been developed for providing guidelines and a policy framework for HRM in PA, proposing key directions for future development of the civil service system. The European Commission has provided comments to the Policy Framework for HRM in the State Administration in Serbia, and the document Policy Framework will be adjusted according to these comments and after adoption of the changes of this document by the PAR Council work will begin on drafting and preparing the Civil Service Law. The document Policy Framework for HRM in State Administration of the Republic of Serbia, which is to be adopted in the forthcoming period, provides guidelines related to attracting and retaining quality human resources through improvement of the competence-based career and professional development system, inception, performance appraisal, promotion and horizontal mobility, salary system, professional training and development, career management, and special HR retention policy measures.	The deadline for the adoption of the changes of this document was delayed due to presidential elections and the formation of the new Government.	The changes of this document is expected to be adopted by the PAR Council.	During 2018		

³³ This result will be implemented through full coordination with the development of the system for professional development of PA employees (Measure 2.3).

Specific objective 2:								
Establishment of coherent public merit-based civil service system and improvement of human resources management								
Measure 2.3: Development and harmonisation of basic HRM functions for the wider PA system by the end of 2017 with sustainable professional development system for PA employees								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS KEI SCTM CSO'S	2.3.1 The basis is established for the system of general training of public servants in PA bodies and organizations			Percentage of achievement of the plan for staged development of the Central Professional Training Institution	BV (2014): rank 0 TV(2016): rank 2 TV (2017): rank 3 AV (2015): rank 1 AV (2016): rank 2			
				Extent to which the training system of public servants is in place and applied in practice (PPA 3)	BV (2014): 3 TV (2017): 4	AV (2016 ³⁴ SIGMA): 3		
ACTIVITY		Brief description of what the activity achieved			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation				Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation
1. Preparation and adoption (by relevant Government act) of a staged plan for development of the central professional training institution for employees in PA ³⁵	2nd quarter of 2015.	/	After receiving the opinion of the European Commission on the Policy Framework for Human Resources Management in the State Administration of the Republic of Serbia, the document will be resubmitted to the PAR Council, for its discussion and adoption of amendments.		During 2018			

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

³⁵ The plan of staged development will be based on proposals contained in the Strategy of Professional Development of Civil Servants and the subsequently conducted analyse. It will present the scope of activities, dynamics and resources needed for gradual/phased establishment of the Central Professional Development Institution and achieving the full capacity for its operation by 2020. Along with the analyses conducted in advance, the plan for the staged development of the central institution will elaborate in more detail thy dynamics of increasing its activities to new users. During the first year it is expected that the scope of users will not exceed the scope of current users of programmes offered the HRMS (civil servants), while the involvement of new users from the broader public administration system in the new system will happen gradually, in accordance with the potential for capacity building of the institution. In parallel with the development of the plan for staged development, the Terms of Reference (ToR) will be developed for the EU IPA 2013 Project, which is to support the development and operation of this institution.

			development of this institution, but also looking at the needs in the preceding legislative regulation of all issues of relevance in this process.			
2. Preparation and adoption of proposed act on establishment of the Central Institution, along with public consultations ³⁶	4th quarter of 2015		<p>After the Minister of PA and LSG made the Decision to establish the Special Working Group for the drafting of the Law on Central Institution for Professional Development of Employees in Public Administration, No.: 119-01-119/2016-13 of 5 September 2016, work began on drafting the Law on the National Academy for the PA, as well as drafting the changes and amendments to the Civil Service Law and the Law on Employees in Autonomous Provinces and Units of LSG, in order to harmonise the substantive elements of professional training in these parts of the public administration with the organisational form to be established the Law on the National Public Administration Academy.</p> <p>In the course of drafting these laws, a public consultations process started and the working versions of the laws were presented to the public. State administration bodies, the bodies of territorial autonomy, and the units of LSG and other holders of public powers, as well as civil servants and employees in units of LSG and other parts of public administration, the professional public and other interested actors were invited to acquaint themselves with the working versions of the laws and provide their comments, proposals and suggestions for their improvement. As the work on drafting of the laws proceeded, all collected comments, proposals and suggestions were taken into consideration and in view of the scope and content of comments, proposals and suggestions direct cooperation was achieved with the Standing Conference of Towns and Municipalities (SCTM) and the National Alliance for Local Economic Development (NALED), in order to come up with the most adequate solutions for issues subject to these laws.</p> <p>Afterwards, the prepared drafts of the Law on the National PA Academy, the Law on Changes and Amendments to the Civil Service Law, and the Law on Changes and Amendments to the Law on Employees in Autonomous Provinces and Units of LSG, according to the programme for public debate, were submitted for the public debate procedure.</p> <p>The public debate on draft laws was conducted from 24 April to 15 May 2017.</p> <p>Within the public debate, the Ministry of Public Administration and Local Self-Government, in cooperation with the European Union Delegation to Belgrade and the Council of Europe, organised round tables to present the draft laws, one of such round tables in Niš and Novi Sad and two in Belgrade. Participants demonstrated great interest for the round tables, and jointly the round tables were attended by 362 participants.</p> <p>The participants in the round tables participated actively and presented their comments to the draft laws, along with their united position of the need to establish the central institution for professional development in the public administration and a uniform, comprehensive and effective criteria and standards for all employees therein.</p> <p>The draft laws were also translated into the English language and submitted to the European Commission for information.</p> <p>After the public debate the draft laws were harmonised with the proposals and suggestions which fitted into the concept on which the drafts were based and sent for further streamlining of the texts.</p> <p>Along with the draft laws, explanatory notes were also drafted and the appendices required by the Rules of Procedure of the Government and currently opinions are being collected from relevant bodies regarding the drafts.</p>	/	After collecting the opinions of competent bodies and potential harmonisations with received opinions, the draft laws shall be submitted to the Government for discussions and forming them into proposed laws.	August / September 2017
3. Preparation of the proposed organisational structure, HR plans, and internal regulations for the work of the Central Institution for Professional training of Employees in PA	2nd quarter of 2016					
4. taking over the staff and assets of the HRMS and recruitment of staff	2nd quarter of 2016					

³⁶ The preparation of the draft Law on the central Institution will be conducted in parallel with the harmonisation with the changes and amendments to the Civil Service Law (which will be finalised somewhat earlier), in order to ensure their coherence. Through these legal changes, the Central Institution will take over the competences for organisation and delivery of professional training of civil servants from the HRMS; and it will take over the employees who used to perform such tasks.

	of the Central institution						
	5. Adopting the methodological approach for the implementation of all stages of the professional training cycle (training needs assessment, development of training programmes, delivery of training, evaluation) along with introduction of relevant quality standards relevant to this field	4th quarter of 2016					
	6. Developing the technical specifications for equipping the Central Training Institution ³⁷	4th quarter of 2016					
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of local self-government <i>Partners:</i> SCTM MoF the Council of Europe (implemented by EU IPA 2012 Project) units of LSG	2.3.2 Normative framework established in PA and LSG for the development of HRM functions ³⁸	<p>The Law on Employees in Autonomous Provinces and Units of LSG has been adopted as well as the Decree on conducting internal and public competitions for the filling of posts in autonomous provinces and units of LSG, the Decree on criteria for classification of posts and criteria for job descriptions of employees in autonomous provinces and units of LSG.</p> <p>The strategic document has been adopted regulating the direction of activities for the establishment of the system for professional training at local level – the Strategy of Professional Training of Employees in Units of LSG.</p> <p>During the second half of 2016 the SCTM in cooperation with the MPALG held six regional seminars (Niš, Kragujevac, Čajetina, Novi Sad, Subotica, and Belgrade) for decision-makers from units of LSG on the relevance of adequate implementation of the Law on Employees in AP and Units of LSG. The purpose of these seminars was raising awareness of the need and relevance of introducing modern principles of HRM in units of LSG (the seminars were attended by a total of 245 participants from 110 units of LSG).</p> <p>Also, in the period November-December 2016, in cooperation with the SCTM, the MPALG, and the HRMS, 8 regional seminars were held (Čajetina, Belgrade, Novi Sad, Zrenjanin, Niš, Zaječar, Kragujevac, and Vrnjačka Banja) on implementation of the Law on Employees in AP and Units of LSG. The seminars were intended for the employees directly involved in tasks related to human resources management in units of LSG. The 8 regional seminars intended for units of LSG were</p>	<p>Extent to which the normative framework is complete for the development of the HRM functions in AP and LSG bodies</p>	<p><i>BV (2014): 0</i> <i>TV (2016): 2</i> <i>TV (2017): 3</i></p> <p><i>AV (2015): 1</i> <i>AV (2016): 2</i></p>	<p>2 – the Law and three decrees adopted</p>		<p>The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.</p>
			Number of delivered regional seminars	<p><i>BV (2014): 0</i> <i>TV (2015): 5</i></p> <p><i>AV (2016): 8</i></p>	14		

³⁷ It is expected that during the first year of operation of the Central Institution it will be possible to use the premises of the Human Resources Management Service.

³⁸ The specific objective was implemented in 2016, but since data is being collected which is to show all the achieved results since 2015 to mid-2017, it is possible that new indicator values can be presented regarding the results over the past two years.

		attended by a total of 250 participants from 126 towns and municipalities (75% of the total number). Additionally, separate training was organised for bodies of AP Vojvodina.					
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of local self-government <i>Partners:</i> SCTM the Council of Europe (implemented by EU IPA 2012 project) units of LSG	2.3.3 Enhanced capacities of employees in units of LSG for human resources management	Through the project “Human Resources Management in Local Self-Governments“ implemented by the Council of Europe, the MPALG, and the SCTM, with the financial assistance of the EU and the Council of Europe, over the past year a total of 23 regional training courses have been delivered, one e-training, and one meeting of the SCTM Network for HRM (the network currently consists of 170 members from 120 towns and municipalities). Additionally, counselling support was also provided for all towns and municipalities in implementing the Law on Employees in AP and Units of LSG, and a programme has been initiated for support to municipalities for 20 towns and municipalities and numerous models of local acts have been developed. On the basis of data and information receive from the trainings, the communication via the SCTM Network for HRM and informal communication with units of LSG, it is estimated that during this year a great majority of units of LSG has started, to a greater or lesser degree, to harmonise their organisation and functioning with the new legal framework and has started establishing capacities for HRM.	Number of units of LSG participating in the network, the number of meetings and consultations held with the network <i>BV (2014): 0 TV (2016): 110 units of LSG, 2 meetings TV (2017): 120 units of LSG, 2 meetings</i> <i>AV (2016): 0 meetings held in 2016. The first meeting of the network in February 2017. Currently more than 95 units of LSG involved in the Network, but the registration is underway and it is expected that additional units of LSG will join and the number would be about 120 as targeted.</i>		1 meeting, 170 members from 120 units of LSG		The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.
Number of units of LSG which have adopted the necessary documents and developed adequate procedures in line with identified support packages <i>BV (2014): 0 TV (2016): 0 TV (2017): 20 AV (2016): 0</i>				<i>The MSP package is being implemented in 20 units of LSG</i>			
ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
1. drafting and publication of model local legal acts and other documents necessary for law implementation, consultations with the SCTM Network of heads of municipal administrations and distribution at local level	3rd quarter of 2015		Through the project “Human Resources Management in Local Self-Governments“ implemented by the Council of Europe, the MPALG, and the SCTM, with the financial assistance of the EU and the Council of Europe, a series of acts has been developed related to HRM which can be useful for towns and municipalities as a model to develop their own acts and support easier, faster and better quality implementation of modern principles of HRM in local governments. The proposed documents are only models and their purpose is to be of assistance to towns and municipalities in developing their own internal acts, in line with their own specific needs and the existing legal framework. The SCTM has, in cooperation with the MPALG and through consultations with the Network of managers of municipal administrations, developed a model rulebook on systematisations of posts in the municipal and town administration, which is published at the website of the SCTM and distributed to all towns and municipalities in Serbia. The model rulebook provides for units of LSG recommendations or models by which they can develop their own rulebooks on systematisation, which is their obligation under the new Law on Employees in AP and Units of LSG. These documents are published at the website of the SCTM http://www.skgo.org/reports/details/1882 . According to the data available to the SCTM, all units of local self-government which have drafted and adopted their Decision on Systematisation of Posts, have used the said models. Activity titled Support Packages to Towns and Municipalities started in February 2017 and will last until September 2017 and is aimed at providing additional support to 20 pilot towns and municipalities selected through a public call. Models have been developed of local legal acts and other documents necessary			The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.	

			<p>for the implementation of the Law on Employees in AP and Units of LSG and their implementation started in the 20 pilot units of LSG who received the support packages through the project. The support package contains the following acts:</p> <ul style="list-style-type: none"> - Filling of posts - Decision on temporary secondment to another post - Decision on permanent secondment to another post - Announcement of internal competition for filling of employee posts - Decision appointing the competition commission for conducting the internal competition for filling of employee posts - Agreement on taking over of public servant - Announcement for public competition for filling of employee post - Decision establishing a competition commission for conducting the public competition for filling of employee post - Decision on employment for an indefinite period of time - Decision on employment for a definite period of time - Decision on permanent placement of employee to another post - Consent for additional work - Decision on using vacation days - Labour contract - Methodology for annual professional training needs assessment - Questionnaire for survey on professional training needs assessment in units of LSG - Report on conducted professional training needs assessment - Elements of special programmes of professional training - Integrated plan of professional training including the financial plan for training delivery - Report on attended training - Methodology for professional training impact assessment - Contract on professional training - Model list used to determine the assessor and controller for each employee in units of LSG - Appraisal decision - Appraisal report - Report on extraordinary appraisal - Report on early appraisal - Certification of operational objectives - Appraisal cycle evaluation - Rulebook on disciplinary responsibility and liability for damages - Decision to initiate a disciplinary procedure - Minutes recorded at the hearing in a disciplinary procedure - Decision on responsibility in a disciplinary procedure - Appeal procedure - Rulebook on the work of appeals board - Decision appointing the appeals board <p>It should be noted that the above model acts significantly facilitate the work of local self-governments in issues related to human resources management.</p> <p>Also, taking into consideration the needs of unit of LSG, the SCTM developed two manuals relevant to:</p> <ul style="list-style-type: none"> - The process of filling posts in local government - The performance appraisal process in local self-government <p>The purpose of developing the manuals was to clearly present and explain certain procedures which staff in the units of local government encounter for the first time.</p> <p>All the above manuals and model acts were promoted and distributed, both through the Network for HRM and through the Network of Heads of Municipal Administrations, the commissioners of the SCTM, etc. The said documents are available at the website of the SCTM http://skgo.org/pages/display/403/ и http://skgo.org/pages/display/402/.</p>			
	2. Developing the network of managers of units for HRM in AP and units of LSG within the SCTM	4th quarter of 2015	<p>The SCTM established the Network for HRM (primarily managers of local HR units or HRM staff) at the beginning of 4th quarter of 2016. At this moment the Network consists of more than 170 members from 120 units of LSG but the registration process is still ongoing and it is expected that more units of LSG will join.</p> <p>The Network for HRM is a mechanism of communication and exchange of information of the SCTM with its members and exchange of experiences and knowledge among members, regarding all HRM issues in order to improve the work in this field. in line with actual needs and initiatives of members the Network is implementing activities such as: support in developing different forms of acts relevant to HRM,</p>			The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8

			organising meetings and round tables, exchange of opinions, information and materials, sending letters, collecting data from members, harmonising different positions and coming up with uniform solutions, etc.. The first meeting of the SCTM Network for HRM was held in Kragujevac from 28 February to 1 March and it presented all templates of acts developed within the support package to towns and municipalities implemented through the project „HRM in Local Government“, which were afterwards published at the website of the SCTM. The meeting also presented the review of the software for HRM developed within the Project „HRM in Local Government“, along with best practices of certain units of LSG which already have adequate software tools. The meeting also presented the manuals for performance appraisal of employees in local government and manuals for filling of posts in LSG. The first meeting of the Network was attended by 85 members from 51 towns and municipalities.			million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.	
	3. Evaluation of the existing software for HRM in units of LSG and development of concept of uniform electronic software for units of LSG	4th quarter of 2015	The evaluation of the existing software for HRM in units of LSG was conducted in order to get an insight into the existing mechanisms that units of LSG use for HR records. On the basis of the identified existing situation within the project implemented by the Council of Europe, the MPALG, and the SCTM, and which is funded by the EU and the Council of Europe, a concept was designed for uniform software for units of LSG in accordance with the provisions of the Law on Employees in AP and Units of LSG so that all units of LSG would have a uniform IT system, or mandatory elements that each software should include in order to meet the needs of units of LSG in the field of HRM and at the same time enable linking of local software for HRM with similar programmes at higher levels.	Delay in starting implementation of the Council of Europe project	Procurement of software		
	4. Developing the programme of conventional and e-learning and delivery of seminars and e-courses for employees in units for HRM; providing expert support	4th quarter of 2016 (ongoing for expert support)	Since the beginning of June 2016 the SCTM, in cooperation with the MPALG, provided consultancy support for towns and municipalities in the field of implementation of the Law on Employees in AP and Units of LSG. Through this mechanisms so far answers have been provided to more than 170 questions asked by LSG in the field of HRM, which illustrates the interest of local governments in HRM. All questions and answers are available at the website of the SCTM. http://skgo.org/pages/display/398 At the beginning of 2017, implementation started of consultancy support for 20 units of LSG (Municipal Support Packages – MSP) implemented by the Council of Europe. The MSP provides expert support and technical expertise (support in drafting local acts and procedures, training for employees, mentoring support, networking with neighbouring units of LSG, etc.) in key priority areas of human resources management in local government, in accordance with the Law on Employees in AP and Units of LSG. These support packages will be implemented in the course of 2017. In the period May – June 2017 the SCTM held 8 three-days training courses (Čajetina, Belgrade, Novi Sad, Subotica, Niš, Zaječar, Kragujevac, and Vrnjačka Banja) attended by 170 participants from more than 80 towns and municipalities. The objective of regional training courses is to enable participants, through practical exercise and role plays to acquire knowledge and skills necessary for undertaking all the necessary steps and activities in order to establish a new system for HRM in local governments. The training courses are based on developed models of procedures, acts and documents and existing experiences of LSG in establishing the HRM function and are intended for employees dealing directly or those who will be dealing directly with personnel and HRM tasks. Finally, during the first half of 2017 the SCTM prepared and implemented e-learning courses for employees in units of LSG. E-learning was intended for employees in towns and municipalities across Serbia who in their daily work regularly directly or indirectly deal with HR issues. The purpose of the training is to assist participants to better understand functions related to HRM and offer to them the necessary knowledge for full implementation of the Law on Employees in PA and Units of LSG. E-learning lasted from 6 April – 2 June 2017 and was successfully completed by 148 participants. All the above activities have been implemented within the project "Human Resources Management in Units of Local Self-Government", which is jointly implemented by the Council of Europe, the Ministry of Public Administration and Local Self-Government, and the SCTM, which is funded by the EU and the Council of Europe	Delay in starting implementation of the Council of Europe project	At the beginning of 2017, implementation started of consultancy support for 20 units of LSG (Municipal Support Packages – MSP) implemented by the Council of Europe. The MSP provides expert support and technical expertise (support in drafting local acts and procedures, training for employees, mentoring support, networking with neighbouring units of LSG, etc.) in key priority areas of human resources management in local government, in accordance with the Law on Employees in AP and Units of LSG. These support packages will be implemented in the course of 2017. The support package is expected to be implemented in the planned time frame.	The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of local self-government	2.3.4. Coherent, lasting and sustainable training system is established for employees in units of LSG which will contribute to increasing the level of knowledge and	the Government of the Republic of Serbia established Council for Professional Development of Employees in Units of LSG (the Decision establishing the Council - the Official Gazette of RS, No. 105/16) in order to ensure the application of principles of efficiency, equity, and coherence of the professional development system, for the purpose	The Council for Professional Development was established in line with the act regulating the composition and tasks to be performed	BV (2014): no TV (2016): yes AV (2016): yes	/	Budget Compensations for work performed for the chair and members of the Council for professional Development for Employees in Units of LSG paid in total	The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation

<p><i>Partners:</i> SCTM</p> <p>Line ministries</p> <p>Serbian Office for EU Integrations</p> <p>The Council of Europe (implementing EU IPA 2012 Project)</p> <p>Units of LSG</p>	<p>skills of employees in unit of LSG necessary to perform the basic principles of modern local government</p>	<p>of providing expert opinions and recommendations for its implementation and improvement in accordance with the Law on Employees in PA and Units of LSG („The Official Gazette of RS“, No. 21/16).</p> <p>The Council is in charge of:</p> <ul style="list-style-type: none"> - Providing opinions regarding proposals of the state administration bodies for introduction of general professional training programmes; - Analysing initiatives of units of LSG for introduction of general programmes and proposed special programmes of professional training; - Proposing mandatory elements of general and special programmes of professional training with respect to: methodological coherence of the programmes, expected effects of programme implementation, pertinence of the programmes relative to the existing regulations and their planned changes, the number and structure of participants and the necessary HR and technical requirements for programme delivery; - Proposing criteria and requirements for accreditation of professional training providers with respect to their HR capacities, experience and results in implementing programmes and their material and technical equipment; - Monitoring the effects of this law with respect to professional development and proposing possible improvements; - Cooperating with units of LSG and their associations in order to assess their needs for professional training ; - Providing recommendations and guidelines to units of LSG; - Ensuring the keeping of records of approved and implemented programmes, issued accreditation for programme providers, and records on participants in programmes of professional training; - Adopting the Rules of Procedure of the Council. <p>The Council has held a total of seven sessions. The key results achieved since its establishment include:</p> <ul style="list-style-type: none"> - Preparation of draft Rulebook on determining the mandatory elements of the programme of general and special professional training of employees in units of LSG and Rulebook on criteria and requirements for accreditation of professional training providers for employees in LSG - Preparation of draft Programme of general professional training for employees in units of LSG. Training programme for implementation of Law on General Administrative Procedure and training programme for project preparation and implementation - Drafting public calls for accreditation of physical and legal persons - Currently a procedure is conducted for applications and notification of members of the Council by the MPALSG on received and processed applications for accreditation of physical and legal persons. 	<p>The number of conducted priority general training courses for employees of units of LSG</p>	<p>BV (2014): 0 TV (2017): 170 delivered courses with the participation of at least 85 units of LSG</p>	<p>Currently underway is the call published by the Council of Europe for procurement of services for delivery of 65 training courses for two general programmes: Implementation of the General Administrative Procedure law ((35 courses), and project Preparation and Implementation (30 courses). The training courses are expected to begin since September 2017.</p>	<p>amount to RSD 514,240.48 paid from the budget of the MPALG</p>	<p>and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.</p> <p>Project funds are also used for funding the organisation and delivery of 65 professional training courses for employees of units of LSG within two training programmes: implementation of the Law on general Administrative Procedure Law (35 courses) and Projects Preparation and Implementation.</p>
<p>ACTIVITY</p>		<p>Brief description of what the activity achieved</p>			<p>IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED</p>		
<p>Determine the level of achievement</p> 	<p>Deadline for implementation</p>				<p>Reasons for deviation from plan or measures taken to address the problem</p>	<p>FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)</p>	<p>Expected time for activity implementation</p>

2. Defining the roles and obligations of MPALG and other ministries with respect to performing the tasks of professional training of units of LSG, including job descriptions of staff and their professional training	3rd quarter of 2015	<p>Though the implementation of this activity, the MPALG has improved the organisational capacities for comprehensive delivery of the professional training tasks in units of local self-government, <i>inter alia</i>, by establishing a new internal organisational unit and increasing the number of staff engaged in these posts.</p> <p>Additionally, the improvements of the legislative framework contained in the draft Law on the National Public Administration Academy and the draft law on Changes and Amendments to the Law on Employees in PA and Units of LSG (expected to be adopted by the end of 2017) should contribute to overcoming the legal gaps in the currently valid legislation and the necessary clear definition of responsibilities of competent bodies in achieving the functional elements of professional training in units of LSG, and regulating the relations and the manner of cooperation among competent bodies in all issues relevant to the preparation, adoption and implementation of the professional training programme in units of LSG.</p>		Full implementation of new legal solutions in deadlines defined in the said laws	First half of 2018
3. Defining the mandatory elements of professional training programmes for employees in units of LSG and uniform criteria regulating procedures for inter-sector and sector general programmes (rules for adoption of programmes, rules for evaluation of delivered programmes)	3rd quarter of 2015	<p>The Rulebook has been adopted on determining the mandatory elements of general and special professional training programmes for public servants in units of LSG („The Official Gazette of RS“ No. 49/17), regulating the issues identified in the activity, thus creating the legal requirements for the adoption and implementation of the professional training programmes for units of LSG.</p> <p>In accordance with this, work is currently underway on adopting the rulebook which will determine the professional training programme for units of LSG to be implemented by the end of 2017.</p>			
4. Defining requirements to be fulfilled by entities (physical and legal persons) delivering professional training programmes for employees in units of LSG and starting the process of periodical accreditation of such providers	4th quarter of 2015	<p>The Rulebook has been adopted on the criteria and requirements for accreditation of providers of professional training for employees in units of LSG („The Official Gazette of RS“ No. 49/17), regulating the issues identified in the activity, thus creating the legal requirements for the conducting of the procedures and selecting the training providers to deliver the professional training programmes for employees in units of LSG.</p> <p>In accordance with this Rulebook, the Ministry of Public Administration and Local Self-Government has announced a public call for accreditation of physical persons for delivery of the professional training programmes for employees in units of LSG and the public call for accreditation of legal persons for delivery of the professional training programmes for employees in units of LSG, and the procedure is currently underway for selection of training providers on the basis of received applications.</p>			
5. Establishing mechanisms for records keeping on approve and delivered general and special professional training programmes for employees in units of LSG	4th quarter of 2015	<p>Within the project Human Resources management in Units of LSG, which the MPALSG is implementing in cooperation with the Council of Europe and the Standing Conference of Towns and Municipalities, the policy paper has been prepared for the establishment of official records of approved and implemented programmes, the issued accreditations for training providers, and participants in professional training programmes.</p> <p>More specifically, draft Analysis has been prepared of the legal framework on mandatory data necessary for human resources management in units of LSG; the general overview of mandatory elements of records on professional training of employees in units of LSG; evaluation of the existing software in units of LSG for human resources management in order to harmonise and integrate them with the proposed uniform technical solution and the technical specifications of the software for records on professional training of employees in AP and units of LSG.</p>			

Specific objective 3:	Indicator (impact level)
Improving public financial management and public procurement	MTBF strength index (PPA 6) BV (2014): 2 TV (2017): 3 AV (2016 ³⁹ Sigma): 4

Specific objective 3:							
Improving public financial management and public procurement							
Measure 3.1: Preparation of the Public Finance reform programme							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
Ministry of Finance – state secretary in charge of coordination in developing the Public Finance Reform Programme <i>Partners:</i> The World Bank (implementing the project for assessment of public expenditures and financial accountability - PEFA) SAI Public Procurement Office	3.1.1. Public Finance reform programme is adopted ⁴⁰		Total percentage of covered findings/recommendations from the preliminary report on assessment of public expenditures and financial accountability in the Public Finance Reform Programme	BV (2014): will be determined by the preliminary report of PEFA TV (2016): 60% TV (2017): 100% AV (2015): 92% (with the note that the PFM includes much more activities than recommendations received from PEFA)			

³⁹ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁴⁰ The specific result has been achieved in 2015, but since data is collected for the report which is to indicate all achieved results since 2015 until the second half of 2017, it is possible that note will be made of results achieved over the past two years.

Specific objective 3:									
Improving public financial management and public procurement									
Measure 3.2: Improved budget planning and preparation process ⁴¹									
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations	
MoF – the Budget Department <i>Partners:</i> RPPS GSG HRMS SCTM	3.2.1. Operationally and methodologically improved planning and preparation of multi-annual programme budgeting at all levels of government		The programme budgeting enables better performance management in the public administration, greater accountability of budget beneficiaries, establishing stronger links between annual budgets, identification of priority expenditures and costs of policy implementation, as well as greater transparency of spending. The transition from conventional line budgeting to programme budgeting has major implications for the development of financial plans of budget beneficiaries, their discussion and presentation to reporting end executive government. Line budgets, focused on expenditures based on economic classification (ex. Salaries, goods, services, etc.), mostly through functional classification enables recognition of the competences of budget beneficiaries, while the programme budgeting on the other hand classifies expenditures and costs according to more narrowly defined competences and measures of budget beneficiaries and resents: 1) Which specific purposes is the money spent for; 2) In which way is such expenditure linked with mid-term objectives; 3) Which results are being achieved. Thus, programme budgeting: 1) Provides a uniform framework for identifying priority expenditures and costs; 2) Improves policy coordination, which is very relevant for achieving the national social and economic objectives; 3) Provides the financial context for mid-term plans of budget beneficiaries; 4) Enables the budget beneficiaries, the executive and legislative power to identify inefficient spending, and areas in which adequate results are not being achieved, and which need more resources; 5) Contributes to improving PA services by assessing their cost and benefit ration; 6) Enables preparation of budgets which are more transparent and easier for citizens to understand.	Percentage of budget beneficiaries which have shifted to programme budgeting	BV (2014): 13% TV (2016): 100% TV (2017): 100% AV (2015): 100% AV (2016): 100%		/	50.000 USD	
				Percentage of harmonization of programme structures of budget beneficiaries with the Instructions for preparation of programme budgets	BV (2014): 0% TV (2016): 50% TV (2016): 70% AV (2015): 61% AV (2016): 82%				
				Percentage of units of LSG which have a prepared the budget for 2017 according to the programme budgeting methodology	BV (2014): 0% TV (2016): 50% TV (2017): 60% AV (2015): 42,06% Or 61 towns and municipalities of the total 145 If we include city municipalities, of which there were a total of 24 which were fully operative in 2015 (17 within the city of Belgrade, and 5 in Niš, plus Kostolac (Požarevac) and Vranjska Banja (Vranje), in that case the value is somewhat higher or 45, 56%, or 77 towns and municipalities (including city municipalities which do not have the official status of unit of LSG) out of the total of 169. AV (2016): 46,5%, or 79 towns, municipalities and city municipalities (although city municipalities do not have the official status of units of LSG, still they are obliged to have programme budgeting) of the total of 170		AV (2017) – based on mapping and overview of the Decisions on Budgets of LSG for 2017: 60, 69% Or 88 towns and municipalities of the total 145 units of LSG or 61, 53%, Or 104 towns and municipalities (including city municipalities which do not have the official status of unit of LSG) of the total 170		
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED					
	Determine the level of	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation		

⁴¹ Note: indicators of Sector Budget Support for Variable Tranches: „Induced output 6: Improved planning and budgeting of public expenditures“

	achievement 					
	5. Developing the project proposal for establishing of functional software for public financial management linking planning, execution, and control ⁴²	4th quarter of 2016	Software developed for budget preparation BIS (Budget Information System). The budget process is improved with respect to planning through easier and more efficient entry of financial plans of budget beneficiaries. Easier access is ensured for the Ministry of Finance to financial plans of budget beneficiaries. The process of analysing and integrating financial plans of budget beneficiaries is improved.	Unresolved legal relations with respect to ownership of the programme code for the budget preparation software.	Work on establishing communication between the budget preparation software and budget execution ISIB – budget execution IS	IV quarter of 2018
	6. Raising capacities of units of LSG to implement programme budgeting in line with the programme budgeting methodology (training courses, workshops, guidelines, manuals) and asset management (IMPLEMENTED FOR 2016)	Continually during 2016 and 2017	<p>Since the obligation for programme budgeting (PB) for budget beneficiaries at all levels of government is formalised by the Budget System law starting with the budget for 2015, focuses support to local governments and initial analyses on the manner and quality in implementing ПБ at local level are of key relevance during the initial years of implementing PB. These activities were implemented in the reporting period in cooperation between the MoF and the SCTM, partly within the Exchange Programme, and partly as regular activities of the SCTM and thanks to financial support of the Swiss Confederation. These support activities were aimed towards all units of LSG in the Republic of Serbia, and implementation modalities included conducting of reviews/analyses, formulating recommendations for improvement of uniform structure of PB of units of LSG, as well as preparation of model documents and auxiliary materials for the Decision on the Budget of units of LSG in budgeting cycles for 2016/2017.</p> <p>During 2015, the emphasis was on developing a detailed analysis and recommendations for further better linking of programme budgeting and strategic planning at the local level using results from the first cycle of mandatory implementation of PB. Consultations on directions of improvements and preparation of packages of materials for the drafting of the Decision on the Budget of LSG for 2016 were finalised by mid-2015, and 12 regional workshops for all units of LSG were carried out in the second half of 2015 (870 participants from 130 units of LSG).</p> <p>During 2016, in agreement with the MoF, the reviewed uniform structure was adopted of PB of units of LSG after it was discussed and subject to consultations with units of LSG, in order to ensure better sectoral linking of budget programmes at central and local level and consolidation of distribution of competences of LSG through budget programmes. In this respect, by the end of September 2016, 7 consultative workshops were conducted, and a public debate and four regional gatherings to determine and promote the reviewed structure of PB LSG. The SCTM, in line with its mandate to support the PB at local level and in cooperation with MoF, maintained the concept of annual trainings in order to, together with budget beneficiaries, improve the understanding of PB and capacities for making the Decision on the Budget in line with the programme structure. The list of uniform objectives and indicators for programmes and programme activities of units of LSG was harmonised with the reviewed structure of PB for units of LSG by mid-October through 5 consultative workshops and was presented in October and November 2016 during training courses for preparation of PB (12 regional training courses with about 840 representatives of 142 units of LSG).</p> <p>Efforts invested in support to LSG during the budget cycles 2015-2016, and the changes in the Budget System law at the end of 2016 which additionally defined in detail the formats and provisions on PB for budget beneficiaries at local level (as well as at other levels of government), resulted in proportionally satisfactory percentage of units of LSG which adequately use the key methodological requirements for PB in their budget decisions – the percentage is somewhat better than the target value for measurement in 2017 (as presented above in the table at the result level for 3.2.1 of this AP). The support within Exchange 5 programme continued also in the first half of 2017, so that by the end of June 5 consultative workshops were held for improvement of PB in units of LSG and basis analytical data was prepared which will be used in the second half of 2017 to prepare improved models and materials for LSG, as well as training materials for the autumn training cycle in 2017.</p> <p>Implementation of general training courses for asset management for all units of LSG started within the Exchange 5 in June 2017 and this part of the activity will be dealt with in the future reports on implementation of the AP PAR.</p>			
	RESULT	Tangible effects of the result		INDICATORS	Used budget funds since 2015 until 30 June 2017	

⁴² Introduction of functional software is expected in 2017.

Implementing institution	Determine the level of achievement 	Brief explanation of the achieved progress	Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	Donations
MoF – the 1Budget Department <i>Partners:</i> Serbian European Integrations Office RPPS	3.2.2. Planning and implementation of capital projects according priority is introduced and applied and predictability in implementation is increased	The Decree on the content, method of preparation and evaluation, and monitoring and reporting on implementation of capital projects, as the basis for evaluation and monitoring of capital projects, was adopted on 27 June 2017 (published in the „Official Gazette of RS“ 63/2017). The Decree will be applied since 1 January 2018. Within 120 days of the coming of the Decree in effect, the following bylaws specified by the Decree are to be adopted: 1. Rulebook on requirements, method and procedure for capital maintenance depending on the type of capital project; 2. Rulebook on the content of integrated data base of capital projects; 3. Rulebook on content, deadlines, and procedure for submission of investment documentation; 4. Rulebook on detailed requirements, methods, criteria and benchmarks for evaluation and selection of capital projects; 5. Rulebook on detailed requirements, methods, criteria and benchmarks for ranking of capital projects.	Percentage of executed expenditures based on capital projects which were approved in line with the methodology for evaluation of capital projects	<i>BV (2014): 0%</i> <i>TV (2016): 80%</i> <i>TV (2017): 90%</i> <i>AV (2016): 0%</i> <i>(methodology and decree not adopted)</i>			
ACTIVITY				IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation	Brief description of what the activity achieved	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Evaluation of capital projects by budget beneficiaries and defining implementation plans for evaluated capital projects	3rd quarter of 2015		The Decree on the content, method of preparation and evaluation, and monitoring and reporting on implementation of capital projects, as the basis for evaluation and monitoring of capital projects, was adopted on 27 June 2017	The Decree will be applied since 1 January 2018. Drafting of rulebooks based on the Decree on the content, method of preparation and evaluation, and monitoring and reporting on implementation of capital projects within 120 days of the coming of the Decree in effect, and development of the single integrated data base of projects.	1st quarter of 2018	
	2. Monitoring the implementation of approved capital projects and proposing measures for improved planning and implementation of capital projects	3rd quarter of 2016				2nd quarter of 2018	
	3. Selection of capital projects through the drafting of the Fiscal Strategy for 2016 with projections for 2017 and 2018	3rd quarter of 2016				2nd quarter of 2018	
	4. Harmonisation of procedures for planning and evaluation of capital projects funded from the budget of the	4th quarter of 2016				4th quarter of 2018	

	Republic of Serbia, IPA funds and other sources					
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Specific objective 3:								
Improving public financial management and public procurement								
Measure 3.3: Improving the system of financial management and control ⁴³ in the use of public funds and internal audit ⁴⁴								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	Donations
MoF – Department in charge of internal control and internal audit (CHU)	3.3.1. Mid-term plan adopted for implementation of public internal financial control (PIFC)		The Government of the Republic of Serbia adopted the Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 ("Official Gazette RS ", No. 51 of 25 May 2017)	Adopted strategies for the development of public internal financial control (PIFC) for the period 2015 – 2019 by the end of 1st quarter of 2015	BV (2014): no TV (2015): yes AV (2015): no AV (2016): no	yes		
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
1. Adopting the new strategy of development of public internal financial control (PIFC) for the period 2015 – 2019 along with public consultations and consultations with budget beneficiaries and the European Commission	1st quarter of 2015.	By adopting the Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020, harmonisation has been achieved with the requirements defined in the EU Negotiating Chapter 32 – Financial Supervision and guidelines have been provided for further development and harmonisation of the system of public internal financial control (PIFC) with the internationally accepted standards for internal control (INTOSAIGOV) and internal audit (IA).	The delays of the planned deadline for the adoption of the of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 resulted from the need to achieve harmonisation with other strategic documents, primarily the Public Finance Reform Programme, Public Administration Reform Strategy, and the negotiating position for Chapter 32 which was opened on 14 December 2015.					
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MoF – Department in charge of internal control and internal audit (CHU) <i>Partners:</i> MPALG HRMS	3.3.2. Improved system of financial management and control (FMC)			Percentage of public funds beneficiaries at central level in which managers of basic/special organisational units and administrations within bodies are informed on financial obligations and expenditures in the relevant part of the budget of the institution	BV (2014): 0% TV (2017): 100% MoF: NOTE <i>This indicator is not adjusted to activities. Operational monitoring of this indicator is not possible.</i>			
				Total number of irregularities reported to the budget inspectorate relative to the baseline value ⁴⁵	BV: - TV: - MoF: NOTE			

⁴³ Note: Indicator of Sector Budget Support for Variable Tranches: „Induced output 8 Improved implementation of internal control in the public administration“

⁴⁴ Further plans related to professional training of managers in public funds beneficiaries shall be defined through the review of this Action Plan in line with the adopted Strategy of Development of Public Internal Financial Control for the period 2015 - 2019. This measure will contribute directly to strengthening managerial accountability, which will be considered in a comprehensive manner, in line with the Principles of Public Administration.

⁴⁵ The baseline value is the number of report in the year preceding the one in which the Rulebook on financial management and control defined the relevant framework for management of irregularities by users of public funds.

				<p><i>The framework for management of irregularities by public funds beneficiaries to be defined by the end of 2016 in the Rulebook on financial management and control and adequate indicators will be defined</i></p> <p><i>Deadline for setting indicators (2015) is not in compliance with the deadline for the adoption of acts regulating irregularities (4th quarter of 2016)</i></p>		
ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
1. Conducting assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit to implement activities from the scope of the Central Harmonisation Unit for harmonisation of financial management and control	4th quarter of 2015			Lack of support of expert organisations to conduct the independent assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit. Austerity measures and limited possibility to engage staff to fulfil obligations from the scope of work of the Central Harmonisation Unit for harmonisation of financial management and control	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	4th quarter of 2017
2. Improving the legislative framework and the Rulebook on financial management and control in order to improve the control environment for strengthening of managerial accountability in users of public funds	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 identified the new deadlines for the improvement of the Rulebook on financial management and control in order to improve the control environment for strengthening of managerial accountability in users of public funds.		2nd quarter of 2018	

	3. Reallocation of administrative and logistical tasks related to organising training on financial management and control to the service of the Government in charge of organising training and professional development	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 includes plans to develop and implement an „e-learning" platform to enable exchange of knowledge in the field of financial management and control and internal audit.		4th quarter of 2017	
	4. Improving coordination and implementing operational tasks related to harmonisation of regulations and rulebooks regulating the field of financial management and control by the Central Harmonisation Unit	4th quarter of 2016		The assessment has not been conducted of the technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit.	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	2nd quarter of 2018	
	5. Defining the term irregularity in the Rulebook on financial management and control and establishing an adequate framework for irregularities management by users of public funds ⁴⁶	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 defined new deadlines for improvement in the introduction of the irregularities management function within financial management and control.		Period 2019 - 2020	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MoF – Department in charge of internal control and internal audit (CHU) <i>Partners:</i> HRMS	3.3.3. Improved capacities and functionality of the internal audit system	Establishing a functional internal audit system in key budget beneficiaries (all ministries, organisations of mandatory social insurance, AP Vojvodina, the City of Belgrade, and most cities) strengthens supervision of budget beneficiaries in using budget funds in a way which is cost-efficient, effective, efficient, and transparent and has positive impact on reducing weaknesses of internal control and raising managerial accountability of managers.	Percentage of budget beneficiaries which have established the internal audit function in compliance with the applicable national legislation and have ensured the minimum number of internal auditors to perform this function in their institutions (PPA 6)	<i>BV (2013):</i> <i>Sigma: 36%⁴⁷</i> <i>MoF: 64%</i> <i>TV (2016): 70%</i> <i>TV (2017): 80%</i> <i>AV (Sigma measurement 2015.): 37%</i>	<i>AV (2016⁴⁸ Sigma):</i> <i>23%</i>		

⁴⁶ The term irregularity will be defined in line with the EU definitions of fraud and irregularity, i.e. Convention on the Protection of the European Communities' Financial Interests of 26 July 1995, Article 19 of Commission regulation (EC) 718/2007; Article 16 of the Commission Implementing Regulation 447/2014.

⁴⁷ Document „Baseline Measurement – Methodological Annex to the Indicators", SIGMA, April 2015, p. 96 and Principles of Public Administration, OECD/SIGMA (document funded by the EU), 2014, p.92.

⁴⁸ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

				AV (2015 MoF): CJH 66% (32 of 48 have consolidated annual reports for 2015 on the status of public internal financial control (PIFC) in RS AV (2016 MoF): for 2016 data is collected in April 2017		
		Percentage of budget beneficiaries which have prepared Internal Audit annual plans in line with the applicable national regulations (PPA 6)		BV (2014): Sigma: Not available ⁴⁹ MoF: 64% TV (2016): 75% TV (2017): 80% AV (Sigma measurement 2015.): Not available AV (2015 MoF): CJH 66% (32 of 48 have consolidated annual reports for 2015 on the status of public internal financial control (PIFC) in RS AV (2016 MoF): for 2016 data is collected in April 2017		
ACTIVITY				IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation	Brief description of what the activity achieved		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Conducting assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit to implement activities from the scope of the Central Harmonisation Unit for harmonisation of internal audit	4th quarter of 2015			Lack of support of expert organisations to conduct the independent assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit. Austerity measures and limited possibility to engage staff to fulfil obligations from the scope of work of the Central Harmonisation Unit for harmonisation of internal audit	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	4th quarter of 2017

⁴⁹ Document „Baseline Measurement – Methodological Annex to the Indicators“, SIGMA, April 2015, p. 89 and Principles of Public Administration, OECD/SIGMA (document funded by the EU), 2014, p.94.

2. Updating and improving the legislative framework and Rulebook on internal audit in order to improve the function of internal audit and ensure functional independence of internal auditors	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 defined new deadlines for improvement of the function of internal audit and for ensuring functional independence of internal auditors by adopting regulations on continued professional development of internal auditors.		4th quarter of 2017
3. Reallocation of administrative and logistical tasks related to organising training on internal audit to the service of the Government in charge of organising training and professional development ⁵⁰	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 includes plans to develop and implement an „e-learning" platform to enable exchange of knowledge in the field of financial management and control and internal audit.		4th quarter of 2017
4. Improving coordination and implementing operational tasks related to harmonisation of regulations and rulebooks regulating the field of internal audit by the Central Harmonisation Unit	4th quarter of 2016		The assessment has not been conducted of the technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit.	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	2nd quarter of 2018

⁵⁰ Reallocation of tasks will also refer to training programmes for certification of internal auditors in the public sector.

Specific objective 3:								
Improving public financial management and public procurement								
Measure 3.4: Functional improvement of the work of the budget inspectorate								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MoF – Unit in charge of budget inspection	3.4.1. Capacities and functionality of budget inspection ensured		<p>The target value for 2017 is 30 reports.</p> <p>Achieved value for the first half of 2017 is 129 reports that the inspection acted on.</p> <p>This result was achieved thanks to the acting of the budget inspection based on received reports from the Treasury Administration, which was a competence added to the inspection after the target value was set.</p>	Number of reports that the budget inspectorate acted on relative to the baseline	<i>BV (2014): 20</i> <i>TV (2016): 26</i> <i>TV (2017): 30</i> <i>AV (2015): 86 reports acted on</i> <i>AV (2016): 299* actions on reports and information received</i> * the actions included actions based on reports and also actions based on information from the treasury Administration according to Article 14 of the Budget Law of the Republic of Serbia for 2016			
		ACTIVITY		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
		Determine the level of achievement 	Deadline for implementation	Brief description of what the activity achieved		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
		1. Conducting assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the budget inspection	4th quarter of 2015	An internal assessment has been conducted and after considering the number of received reports, complaints, and requests for control from bodies, organisations, physical and legal persons, the need was identified to increase the number and quality of budget inspectors, and accordingly HR strengthening of this organisational part of the Ministry of Finance was proposed.			The new Rulebook is expected to be adopted on internal organisation and systematisation of posts in the Ministry of Finance according to the decision on the maximum number of employees for indefinite period in the system of state administration bodies, public services, and the system of AP Vojvodina and local self-governments for 2017 („Official Gazette RS“, No. 61/17) and after that creating conditions for full functionality of the budget inspection (Activity 3 planned in the AP PAR for the last quarter of 2017).	
		2. Reviewing the legislative framework for the operation of the budget inspection in order to ensure functionality in accordance with the defined competences of financial inspection compatible with the concept of public internal financial control (PIFC)	4th quarter of 2015	<p>In order to ensure effective financial control as the fourth of the total six pillars of the Public Finance Management Reform Programme, changes have been made in the Budget System Law in the part relevant to the work of the Budget Inspection, which remains an important instrument for improving financial discipline and managing irregularities.</p> <p>In accordance with the changes contained in the Screening Report for Chapter 32, the changes refer primarily to the fact that the budget inspection should no longer perform its tasks based on a work plan identified in advance, but only under the programme based exclusively on received reports, complaints or requests for control received from state administration bodies and organisations, and legal and physical persons, thus reducing the risk stated in the Report that, while simultaneously developing PIFC, internal audit, and budget inspection the result could lead to unclear differentiation of these components with respect to their respective purpose and role.</p> <p>Having the above in mind, the working draft was prepared of the proposed Decree on the work, competences, and insignia used by the budget inspection.</p> <p>Additionally, work is ongoing on drafting the methodology of work of the budget inspection, which will prescribe in more detail uniform standards and procedures for conducting inspection control.</p>				

Specific objective 3:							
Improving public financial management and public procurement							
Measure 3.5: Improving the public procurement system							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
PPO <i>Partners:</i> Republic Commission for Protection of Rights in Public Procurement Procedures Joint Services of the Government (act. 7) Republic Health Insurance Fund (act. 7) SAI	3.5.1. Operationally and functionally improved public procurement system⁵¹	The first stage of harmonisation with the EU regulations has been implemented. The public procurement system is operationally and methodologically improved, which is also demonstrated by indicators of efficiency and effectiveness. The average duration of open public procurement procedure is reduced, counting from the day of publishing the announcement to the day of contract signature. The share of terminated public procurement procedures is reduced. The earlier tend of reduced average number of bids received as registered in the period 2012-2014 has stopped. The indicator of conditions for free competition is the presence of transparent and competitive procedures (open and restricted procedure) in contrast to non-competitive procedure (negotiated procedure without publication of the invitation for bids). The negotiated procedure without the published invitation for bids represents in terms of value 3% per type of procedure, while the open procedure represents 93%. An important factor which led to reducing the number of procurements at the web portal was the introduction of framework agreements. One of the effects of using framework agreements which enable the signing of a number of contracts under one public procurement procedure and enable more purchasing entities to sign such contracts, along with the possibility of the framework agreement to be in effect for an number of years – was the reduced number of public procurement procedures The share of foreign bidders in 2016 increased significantly relative to 2015, from 2% to 5% of the total value of signed contracts. Under centralised public procurement procedures in 2016 a total of 18,880 contracts were signed, which is 85% more than in the preceding year, with the simultaneous increase of their share in the total value of all contracts from 10.7% in 2015 to 15% in 2016. The implementation of activities defined in this AP has created a new basis and new directions have been identified for future development of e-procurements in the Republic of Serbia.	Number of visits to the portal relative to the baseline value Number of certified public procurement officers relative to the baseline value	<i>BV (2014): 2.028.919</i> <i>TV (2016, 2017): 5%-10%</i> <i>AV (2015): 2,343,503 (15%)</i> <i>AV (2016): 2,576,545 (9.94%)</i> <i>BV (2014): 140</i> <i>TV (2016): 20%</i> <i>TV (2017): 10%</i> <i>AV (2015): 1098 (784%) (since certification under new regulations started in October 2014 the identified target value in 2015 is high, which we stated in the indicator passports. In the coming year a more moderate growth trend is expected).</i> <i>AV (2016): 1.478 (25%)</i>	<i>AV (2017): from 1 January to 5 July 2017 total number of visits 1,587,714</i> <i>TV (2017): 185</i> <i>The value refers to the first five months of 2017 (growth of 12%)</i>	RSD 1,368,000	EUR 25.000 Funds provided through the UNDP project (using the planned funds from IPA 2013 from AP PAR 2015-2017 was not possible as contracts for IPA 2013 were signed in June 2017)

⁵¹ The specific result has been achieved in 2015, but since data is collected for the report which is to indicate all achieved results since 2015 until the second half of 2017, it is possible that note will be made of results achieved over the past two years.

Specific objective 4:	Indicator (impact level)
Increased legal certainty and enhanced business environment and quality in delivery of public services	Extent to which citizens-oriented policy for service delivery is in place and is applied (PPA 5) BV (2014): 4 TV (2017): 5 AV (2016 ⁵²): 4
	Extent to which legal framework for good administration is in place and applied (PPA 5) BV (2014): 2 TV (2017): 3 AV (2016 ⁵³): 4
	Extent to which policy development processes make best use of analytical tools (PPA 2) BV (2014): 3 TV (2017): 4 AV (2016 ⁵⁴): 3

Specific objective 4:							
Increased legal certainty and enhanced business environment and quality in delivery of public services							
Measure 4.1:	Improving the legislative process within the broader Government policy management system ⁵⁵						
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
RPPS <i>Partners:</i> MPALG (act. 1) Republic Legislative Secretariat GSG MoF HRMS (act. 5) CSO'S	4.1.1. Improved and transparent process for drafting and implementing regulations in a manner ensuring inter-sectoral coordination, public participation. And impact assessment, monitoring, evaluation and reporting on regulation implementation	In order to improve the process of drafting and implementing regulations, the Government on 23 January 2016 adopted the Strategy of Regulatory Reform and Improvement of the Policy Management System with the accompanying Action Plan for the period 2016-2017 which, apart from improved planning in the Republic of Serbia, is to ensure also improvement of the legislative process, improved quality of regulations and strategic documents, and reduction of administrative procedures for citizens and businesses. A package of regulations on the planning system has been prepared and finalised, including draft Law on the Planning System of the Republic of Serbia, the draft Decree on policy management, regulatory and policy impact assessment, and the content of individual policy documents, which in a comprehensive manner regulated the issue of policy development transparency including regulations, but also the participation of the interested public. The draft Law prescribes the obligation of conducting consultations in all stages of the policy and regulations drafting process.	Share of number of draft laws complying with the adopted methodology for regulatory impact assessment (RIA) in the total number of draft laws submitted for opinion to the RPPS for which RIA is required, annually Share of proposed strategic documents harmonized with the adopted methodology for impact assessment of policies in the total number of proposed strategic documents submitted for opinion to the RPPS, annually	BV (2014): 53% TV (2016): 60% TV (2017): 65% AV (2015): 66.9% AV (2016): 89,6% BV (2014): 0% ⁵⁶ TV (2016): 25% TV (2017): 30% AV (2016): 0 %	AV (1/2 2017): 100% 0% Because the "Methodology for policy management, regulatory and impact assessment, and content of individual policy documents" has not been adopted by the Government	The utilised budget funds for the implementation of this measure are stated in measure 1.3. – Improved Government policy management system (planning, analysis, policy-making, adoption, monitoring and evaluation and coordination) by establishing by the end of 2017 the legal and institutional framework for integrated strategic management and adoption of mid-term plans for the work of state administration bodies harmonised with strategic priorities of the Government and programme budgeting.	The support to the preparation of planning regulations for the Republic of Serbia was provided from IPA 2011 project Reform of Policy Coordination and the Centre of Government which lasted from September 2013 – September 2015. The total value of the project was EUR 1,860,400. With respect to preparing the package of regulations on the planning system, the RPPS was also supported by the United States Agency for International Development (USAID) – the Business Enabling project (BEP) – cooperation in the field of linking policy management and programme budget. The project started in October 2014 and is ongoing. The RPPS was supported by this project during 2015 and 2016. There is no data available on the project value.

⁵² The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁵³ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

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

⁵⁵ This measure is also seen as an integral part of developing the policy management system included in Specific Objective 1. However, since the PAR Strategy in RS also recognises the significance of improving the legislative framework for improved legal certainty and business environment, the Measure 4.1 and the associated result 4.1.1 are presented within the Specific Objective 4. It is not elaborated in more detail in this AP since its implementation is monitored through the AP for implementation of the Strategy of Regulatory Reform in RS for the period 2015-2017, as a sub-strategy under the PAR.

⁵⁶ The target value is set as 0% due to lack of adopted methodologies.

ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
					Also, in view of establishing the planning system in the Republic of Serbia, the RPPS is also supported by the GIZ Project „Support to the PAR in the Republic of Serbia“, which started in October 2016 and will last until December 2019. The support to the RPPS was provided during 2017. The value of the project is EUR 5 million.
1. Prescribing the method of establishment of WG for drafting of regulations, their functioning and responsibility (changes to the decree on principles of internal organisation and systematisation of posts)	2nd quarter of 2015	<p>The activity is partially implemented, since regulations have not been adopted which regulate activities related to the establishment, functioning and responsibilities of working groups drafting regulations in state administration bodies through the changes in the decree on principles of internal organisation and systematisation of posts in ministries, special organisations, and services of the Government and regulations on tasks of state administration.</p> <p>During April 2017 the RPPS sent an initiative to the MPALG to intensify contacts between the MPALG and RPPS in order to undertake joint actions related to changes of the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations, and services of the Government and regulations on tasks of state administration.</p>	The initial plan for amending the decree was changed in the course of drafting the Law on Changes and Amendments of the Law on State Administration, which will among other things regulate the issue of public participation in the preparation of laws and other policy instruments, in which it is planned to adopt a rulebook with guidelines for public participation in the preparation of said acts. The Law on Changes and Amendments of the Law on State Administration is currently in draft form and opinions are being collected from other authorities.	The MPALG should have the key role in the implementation of this activity since it is authorised to propose changes in the decree on principles of internal organisation and systematisation of posts in ministries, special organisations, and services of the Government and regulations on tasks of state administration.	3rd quarter of 2017
3. Methodological improvement of the regulatory impact assessment system and policy documents assessment	1st quarter of 2016	The draft Law on the Planning System and the draft Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents are, in methodological aspects, qualitative improvements compared to the existing system of regulatory impact assessment and policy impact assessment. The draft Law prescribes the obligation of the proposing entity, within the document being submitted to the Government for adoption, to include findings of the conducted policy document impact assessment, and opinion of state administration body in charge of policy coordination regarding the completeness and quality of the conducted RIA.	The planned dynamics for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017	The precondition for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents is the prior drafting / adoption / of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	4th quarter of 2017
4. Methodological improvement of the system for regulatory and policy impact assessment with respect to budget implications	2nd quarter of 2016	The adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents will significantly improve the overall planning system, including the more efficient use of limited budget funds. The said draft Decree has been subsequently significantly improved pursuant to collected opinions of state administration bodies on the draft Law on the Planning System in the Republic of Serbia, and as such it is ready for the procedure of adoption by the Government.	The planned dynamics for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017	The precondition for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents is the prior drafting / adoption / of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	4th quarter of 2017
5. Drafting a training programme and delivering training to civil servants in the field of regulatory and policy impact assessment, and the legislative process	2nd quarter of 2015 - preparation (4th quarter of 2017 - implementation)	<p>Training programmes have been prepared in the field of the legislative process for civil servants participating in legal drafting (coordination and cooperation in the process of legal drafting, planning, development and implementation of regulations, the use of grammatical and language rules in the drafting process, regulatory impact assessment – towards quality regulations, harmonisation of regulations with the EU <i>Acquis</i>, assessment of risks of corruption in regulations), as well as inception training for new recruits: basic training for the legislative process, and a programme for managers. Training programmes have also been developed for signing of international agreements and training programmes for inspectors.</p> <p>The programme of general continued professional training includes training courses within the programme area Managing the Legislative process and legislative acts, intended for civil servants who participate in policy making (coordination and cooperation in the process of legal drafting, planning, development and implementation of regulations, the use of grammatical and language rules in the drafting</p>	The Activity is successfully and continually implemented in cooperation between the RPPS and HRMS.	After the adoption of the package of regulations on the planning system of the Republic of Serbia, the existing training programme will be additionally improved in order to fully reflect the solutions included in these acts, and civil servants will be adequately prepared to implement the adopted solutions and provisions in practice.	During 4 th quarter of 2017

			<p>process, regulatory impact assessment – towards quality regulations, harmonisation of regulations with the EU <i>Acquis</i>, assessment of risks of corruption in regulations). Also, training in this field includes training programmes for managers of internal organisational units (basic training: policy management and legislative process), which is also included in the training for civil servants who are being prepared for managerial posts (Managing the legislative process).</p> <p>In cooperation with the HRMS there are continued efforts to strengthen the administrative capacities of state administration bodies. In the first half of 2015 a special civil servants training programme was developed in the field of improving the system of public policy management, and it was delivered jointly with the HRMS. The training programme consisted of three modules (planning techniques, regulatory impact assessment and monitoring, reporting and policy evaluation). During the three cycles of training about 50 civil servants (managers and executorial staff) working on policy planning, monitoring and reporting were trained. During 2016 five training courses were delivered for civil servants and managers in the field of regulatory impact assessment, managing the legislative process, the role of managers in strategic and financial planning. Training was delivered to 71 civil servants and managers. During the first two quarters of 2017 to strengthen analytical capacities in state administration bodies training was delivered to civil servants in the field of regulatory impact assessment with 12 participating civil servants. At the beginning of June 2017 training courses were delivered to appointed civil servants within the programme management of public policies and management of the legislative process for managers attended by a total of 12 managers.</p>			
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Specific objective 4:								
Increased legal certainty and enhanced business environment and quality in delivery of public services								
Measure 4.2.: Improving administrative procedures and ensuring procedures before state administration bodies and PA bodies in deciding on rights, obligations and legal interests of citizens and other entities in line with principles of good government								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	Donations
MPALG – department in charge of normative tasks <i>Partners:</i> GSG RPPS Line ministries (act. 3) CSO'S	4.2.1. Improved and harmonised legal framework in administrative procedures by state or public administration bodies at all levels of government		1. The Law on General Administrative Procedure has been adopted („Official Gazette of RS“, No. 18/16 of 1 March 2016) – the Law was adopted by the National Assembly on 29 February 2016, with deferred application of all provisions until 1 June 2017, except for provisions of Articles 9 and 103 of the Law, which regulate the <i>ex officio</i> exchange of data from official records, which came into effect as of 8 June 2017. 2. The Decree has been adopted on the acquiring and providing data on fact which are recorded in official records („Official Gazette of RS“, No. 56/17 of 7 June 2017). The drafting is underway of the Decree regulating the single administrative point (Article 42 of the Law on General Administrative Procedure). 3. A Coordination Body is established for harmonisation of special laws with the Law on General Administrative Procedure, based on the Decision on establishment of the Coordination Body for harmonisation of special laws with the Law on General Administrative Procedure („Official Gazette of RS“, No. 82/16 of 7 October 2016) – the process of harmonisation is underway, and the legal deadline for it is 1 June 2018; a total of 7 meetings of this body have been held since its establishment.	Extent to which legal framework for good administration is in place and applied (PPA 5)	BV (2014): 2 TV (2017): 3	AV (2016 ⁵⁷): 4	Assessment of additional funding: RSD 2,650,000 - In December 2015 an analysis was conducted on harmonisation of key laws regulating special administrative procedures and a legal analysis of their harmonisation with the LGAP, based on a contract signed between the MPALG as the ordering customer and the Committee of Human Rights Lawyers – YUCOM (total price RSD not including VAT 850,000) and the CMS- Consulting and management services doo ((total price RSD not including VAT 986,000), as suppliers (contracts signed on 25 November 2015); - costs of round tables, travelling and staff of the department for normative tasks (assistant minister and 6 employees) - In June 2016 a public procurement procedure was conducted for the development of the Practical manual for Implementation of LGAP, and manual for state examination relevant to the administrative procedure (by lots, 92312212-0, services related to preparation of educational manuals). Cost estimate of this procurement us RSD: 2,887,500 . - 2 persons engaged for temporary and intermittent work (half year each) - costs of round tables, travelling and staff of the Group for monitoring of implementation of regulations (group manager (vacant), 2 employees and 1 person engaged for temporary and intermittent work, - in 2017 – costs of staff (2 civil servants) and 1 person engaged for temporary and intermittent work	- IPA – EU Delegation, 2016-2017: training for trainers (90) – Moodle – interactive e-learning programme, preparation of the training materials and educational materials; Project „Support of Implementation of the Law on General Administrative Procedure in Serbia), in the period 26 September 2016 and 26 May 2017 - GIZ – 2016 - 2018 – setting the monitoring tool for implementation of LGAP, harmonization of special administrative procedure with new principles of LGAP - The UK Government Project – Good Governance Fund (GGFRS16), Project Achieving good governance through citizen-oriented administration, from 20 April 2016 to 23 December 2016
ACTIVITY								
Determine the level of achievement 		Deadline for implementation	Brief description of what the activity achieved		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	

⁵⁷ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

	2. Preparation and adoption of bylaws for implementation of the Law on General Administrative Procedure	3rd quarter of 2016.	<p>The Decree on acquiring and providing data on facts of which official records are maintained („Official Gazette of RS“, No. 56/17) regulates in more detail the manner in which state administration bodies and organisations, bodies and organisations of autonomous province, and bodies and organisations of LSG, institutions, public enterprises, special bodies through which the regulatory function is exercised, and legal and physical persons to whom public powers are delegated can perform insight into, acquire, process, and provide data on facts of which official records are maintained, and which are necessary for decision-making in administrative procedures.</p> <p>The Decree regulates, among other things, the functioning and data exchange through the IT system of the e-Government Portal of the Republic of Serbia (IT System e-ZUP), which enables their exchange via electronic services of acquiring and providing data.</p> <p>Work is currently underway for drafting of the proposed Decree regulating the single administrative point (Article 42 of the LGAP), where the MPALG will be supported by SIGMA (in line with this provision, the Government will adopt a regulation on this legal institute after the expiration of 9 months (starting from December 2016) of the day of coming into effect of the Law on General Administrative Procedure).</p>	Establishment of single administrative point is conditioned, among other things, by the degree of development of e-government and success of exchange of data from official records, and it is therefore a complex process which is closely linked to activities of MPALG (such as the adoption of the Decree regulating exchange of data from official records, the establishment of the IT system e-ZUP, as well as technical and HR capacities of state administration bodies, etc.). MPALG has prepared the working version of the decree, certain preliminary analyses were conducted, and the meetings held in June 2017 with SIGMA experts agreed that SIGMA will provide support to the preparation of the final text of this bylaw.	<ul style="list-style-type: none"> Standardisation of (electronic) services, developing the catalogue of administrative procedures and catalogue of competences Establishing and testing the single administrative point by selecting one lifecycle event for which it is to be established, preceded by analysis of the life event and the existing legal framework and comparative administrative practice, etc. Conducting an impact assessment for establishment of single administrative point in different units of LSG Drafting the decree Testing the single administrative point and implementing the decree Establishing a phone hotline 	4th quarter of 2017		
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	Donations
MPALG – DEU <i>Partners:</i> PA BODIES	4.2.2. Increased application of contemporary information technologies in conducting administrative procedures		On 7 June of the current year the Decree on acquiring and providing data on facts of which official records are maintained was adopted and the same day published in the Official gazette No. 56. The decree is the legal basis for the establishment of the IT system at the e-Government Portal of the Republic of Serbia (hereinafter: the IT system e-ZUP), which enables exchange of data from official records, by means of electronic service of acquiring and providing data.	Percentage of PA bodies in which preconditions have been ensured for electronic communication with parties in the administrative procedure	<i>BV (2014): 1 (Tax Administration)</i> <i>TV (2016): 15</i> <i>TV (2017): 25</i> <i>AV (2015): 3</i> <i>AV (2016): 15</i>	According to the report by the system administrator for e-ZUP, until 30 June of this year the system includes 6 state administration bodies and 25 units of LSG.	The resources are utilized for 2017, they are planned and covered by the Budget Law of the Republic of Serbia for 2017, in an amount of RSD 4,500,000, for the obligation transferred from 2016, in the appropriation for the MPALG, Chapter 19.1 Directorate for e-Government, within limits determined by the Ministry of Finance, under function 140, programme 0609 – e-Government, project 4003 – implementation of electronic registries of bodies and organisations of PA and employees in PA system. UNHCR, Association „Praxis“: RSD 649,920 not including VAT	
		ACTIVITY				IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
		Determine the level of achievement 	Deadline for implementation	Brief description of what the activity achieved		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
		2. Technical equipping of state administration bodies and training of staff to use new IT technology	2nd quarter of 2017.	<p>During 2016: UNHCR – NGO „Praxis“, MPALG: distribution of 16 computers for 7 units of LSG, distribution of units of LSG: Savski venac - 5, Zemun – 2, Zvezdara – 2, Lazarevac – 1, one each for: Ljubovija, Knjaževac, Kladovo, Sombor, Surdulica, Paraćin (RSD 649,920 not including VAT)</p> <p>– The Serbian Chamber of Commerce, Fund B92, and the Komercijalna banka provided, within the campaign „Together for Babies“/ 12 computers, 12 smart card readers, 12 monitors – for 7 units of LSG and maternity hospitals in units of LSG for the following units of LSG – Belgrade, New Belgrade, Stari grad, Zvezdara, Sremska Mitrovica, Jagodina, Niš, Užice, Sombor, Loznica, and for maternity hospitals in those towns -12 computers, 12 smart card readers, 12 monitors, and 12 printers and printer cables. MPALG is not a contract party in these donations and it only provided information to the units of LSG informing them about this donation, and therefore it cannot provide information on the value thereof. The handing over and the contract signature was arranged directly between units of LSG and the Fund B92.</p>				
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	Donations

MPALG – Department in charge of state administration <i>Partners:</i> HRMS CSO'S	4.2.3. Organisational and HR requirements ensured for implementation of the Law on General Administrative Procedure		1. An examination subject has been introduced "Administrative Procedure" as a mandatory part of the state professional examination and a manual for taking the examination has been prepared 2. The organisational unit for monitoring and supervision of the implementation of LGAP has not been established, and the tasks of monitoring the implementation of LGAP are performed within the Department for development of good administration, Group for preparation of laws and general acts (4 staff)	Percentage of conducted training courses for administrative inspectors for monitoring the implementation of the General Administrative Procedure Law Percentage of conducted professional training courses for the implementation of the General Administrative Procedure Law	<i>BV (2014): 0%</i> <i>TV (2016): 20%</i> <i>TV (2017): 50%</i> <i>AV (2016): 0%</i>		1. According to the public procurement plan of the MPALG for 2016, the Manual has been developed for taking of the state professional examination – part relevant to administrative procedure (under lines 92312212-0, services related to preparation of training manuals).	1. no
	ACTIVITY		Brief description of what the activity achieved		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	2. Strengthening of the organisational unit for monitoring and supervisions over the implementation of LGAP by adequate HR and technical capacities	4th quarter of 2016	In February 2016 by the new Rulebook on internal organisation and systematisation of posts of the MPALG, organisationally the Group for preparation and monitoring the implementation of regulations was established, within which tasks were stated related to LGAP. Due to the requirements of fiscal consolidation, this group was established with minimum capacity, but these capacities were increasing during the reporting period through the training of trainers and participation in implementation of LGAP. In the coming period the new Rulebook is expected to be adopted where the Group will become a Division, but the plan is that the Group would not be strengthened only organisationally but also functionally through establishing a project-based and functional group with representatives of other departments which implement the LGAP in practice through their administrative procedures.					
	3. Preparation and implementation of professional training programmes of staff employed in the organisational unit for supervision	2nd quarter of 2016 - preparation 4th quarter of 2016 - implementation	- In the period 24-25 March 2016 the training of trainers was conducted for "The Law on Inspection Supervision" (two employees were certified from the Group for monitoring of implementation of system laws). This training was conducted in cooperation between MPALG, USAID BEP, and Partners for Democratic Change Serbia, - Within the EU Project „Support to the Implementation of the Law on General Administrative Procedure in Serbia“, which was implemented from 26 September 2016 to 26 May 2017, and in cooperation with MPALG and HRMS, 2 staff of the Group for preparation and implementation of regulations and general acts were certified as trainers for implementation of LGAP and development of online training course for the implementation of LGAP.					
4. Preparation and implementation of professional training programmes of civil servants and other employees in public administration for implementation of LGAP	2nd quarter of 2016 - preparation 4th quarter of 2017 - implementation)	In order to implement this activity the Ministry of Public Administration and Local Self-Government adopted the Rulebook on determining the programme of general professional training of civil servants from state administration bodies and services of the Government („Official Gazette of RS“ No. 6/17), which includes improved components and content of introductory (inception) programme of general training for taking of the state professional examination for interns and newly employed. In line with the Decree on changes and additions to the Decree on the programme and manner of taking the state professional examination („Official Gazette of RS“, No. 81/16), this programme is supplemented by Part 6: Administrative procedure and administrative dispute. Also, the Programme of general continued professional training of civil servants, which is an integral part of the said Rulebook, includes the field Managing the legislative process, and Administrative acts with the thematic unit General administrative procedure, and the thematic part Programme of training for taking of the examination for inspectors including thematic unit General administrative procedure and basics of administrative dispute. During the first half of 2017 the training of trainers (ToT) has been successfully conducted for trainers on implementation of the LAGP within the EU project „Support to Implementation of LGAP in RS“. The project was implemented by the MPALG, and the HRMS was a project partner. The programme was completed successfully by 80 civil servants from state administration and LSG bodies who will in the future be engaged as trainers for this field, as needed. Within the ToT for LGAP, ten 2-day training courses were conducted on the implementation of the new LGAP for the broader target group of civil servants from state administration bodies, 140 of them in total. Additionally, the Project developed three electronic						

			<p>training modules for LGAP for three target groups, civil servants preparing for taking of the state professional examination, civil servants conducting administrative procedures up to making decisions and authorised to adjudicate in administrative procedure, as well as for inspectors and civil servants authorized to conduct inspection who are preparing for the state examination for inspectors. For civil servants preparing for the state examination a total of 6 training courses were organised on LGAP attended by 136 participants, 1 online course for inspectors for which 113 participants applied, while the course for civil servants preparing for the state examination an online training course was also organised for which 53 applied. After the completion of the project, the HRMS will continue with this form of training for LGAP, along with regular training on this topic. Engaging new trainers for LGAP in greater numbers is planned in the forthcoming period, in line with the time frame and speed suited to the needs of civil servants for training</p> <p>In the reporting period four seminars were conducted „General administrative procedure – training for filling matrices for harmonisation of regulations with the LGAP“, in cooperation with the GIZ Project „Support to Public Administration Reform“, attended by 77 participants in training. The trainers at the seminars, apart from the external expert, were civil servants who completed the ToT for LGAP in the first half of the year within the EU supported project.</p>				
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget donations
MPALG – department in charge of public administration reform <i>Partners:</i> GSG (act. 3) HRMS Line ministries and other state administration bodies	4.2.4. Public administration is applying principles of good administration in its work, and especially ensures response to the needs of citizens in policy planning and implementation			Number of PA bodies which have established procedures to decide on complaints by citizens in line with the recommendations of the Ombudsman Number of civil servants who have successfully completed professional training programmes in the area of principles of good government	<i>BV: to be determined</i> <i>TV: to be determined</i> <i>AV: the pre-condition is the survey which has not been conducted</i>		
				<i>BV: to be determined</i> <i>TV: to be determined</i> <i>AV: Note: this indicator implied the adoption of the Code of Good Government to be adopted by the National Assembly, proposed by the Ombudsman, after which professional training programmes were to be developed on issues covered by the Code. The Code has not been adopted by the time of preparation of this document and this indicator currently will not be monitored.</i>			
	ACTIVITY		Brief description of what the activity achieved	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
Determine the level of achievement 	Deadline for implementation						
	2. State administration bodies have improved and established internal procedures from the point of view of more efficient	4th quarter of 2015					

acting and decision-making on rights, obligations and legal interests of citizens, including addressing complaints by citizens and records of complaints, ⁵⁸ according to recommendations of the Ombudsman					
3. State administration bodies establish organisational structures for relations with the Ombudsman and the Commissioner for Equality (monitoring fulfilment of recommendations, reporting, etc.)	4th quarter of 2015				
4. Promoting the Code of good government in PA bodies and organisations	1st quarter of 2016				
5. strengthening two-way channels of communication between citizens and the public administration: Preparing plans for regular surveys of public opinion on public services and introducing the obligation to take into consideration the results of surveys in making decisions on strategic and operational plans of state administration bodies ⁵⁹	1st quarter of 2016.				
7. Conducting an analysis of modalities for	4th quarter of 2016.				

⁵⁸ If such records include collection and processing of personal data, they should be regulated by the law.

⁵⁹ Preparations are underway of a project which will define these activities in more detail.

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

Specific objective 4:							
Increased legal certainty and enhanced business environment and quality in delivery of public services							
Measure 4.3.: Reform of inspection supervision and ensuring better protection of public interest, while reducing the administrative costs of inspection supervision and increasing legal certainty for supervised entities							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – Department in charge of inspection tasks <i>Partners:</i> Ministries having inspection services (act. 4 and 5) Business associations and regional chambers of commerce	4.3.1 A new uniform framework is established for inspection supervision and the public is aware of it	<p>In the period 1 January – 30 June 2017 training was provided for 119 inspectors, through courses prepared and delivered in cooperation between the MPALG and the USAID BEP Project. In the said time period the inspectors through training courses acquired new practical and theoretical knowledge and skills to use in their daily work, specifically:</p> <ul style="list-style-type: none"> • Anti-Corruption training – 20 inspectors • Soft skills training – 119 inspectors • IT skills training – 60 inspectors <p>The implementation of the Law on Inspection Supervision has resulted in the establishment of the new uniform framework for inspection, the new legal framework and the basis for work and action of all inspectors and inspection services and a new method of control over economic operators.</p> <p>Since the very adoption of the Law on Inspection Supervision and the beginning of its implementation, the economy and the general public have been informed about its provisions, the new measures and activities that will be conducted by relevant state authorities, and also about the obligations of economic operators, the method of control, etc. Businesses are informed about the provisions of the new Law through direct communication with relevant authorities, through the media, meetings, presentations and round tables, and through the work of associations and technical bodies.</p> <p>The new method of conducting inspection supervision ensures equality of economic operators who are subject to inspection and this has impacts on their economic operations, but also impacts on the national, provincial and local authorities. This new dimension of inspection supervision reflects the need for increased accountability of inspectors for legality and professionalism in their work. Special emphasis should be made of one of the key achievements of the Law on Inspection Supervision and the greatest advantage for the economy, which is the uniformity of inspection practice and work in the field through the following:</p> <ul style="list-style-type: none"> • Preparation and publishing of check-lists, so that businesses can know in advance about the type, scope and method of inspection • Mandatory issuing of the order to conduct inspection • Standardised procedures, types and formats of inspection • Inspection measures are proportional to assessed risk, irregularities and the economic states of the subject of inspection • Existence of format of minutes recorded on the inspection • Ensured coordination of work of all inspections. 	Number of informed and trained participants	BV (2014): 0 TV (2016): 1300 TV (2017): 1500 AV (2015): 1296 (162% relative to the TV for 2015 (800)) At the 17 presentations on the LIS AV (2016): 1530 (118% relative to the TV for 2016 (1300)) A total of 330 inspectors have been trained at national level and 1,200 inspectors in units of LSG (e-learning)	119 (7.93 % relative to the TV for 2017 (1500)) A total of 119 inspectors have been trained.	No additional budget funds used	EUR 199,390 (USAID BEP – Business Enabling Project)
	ACTIVITY	Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				

	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	5. Harmonisation of special laws with the Law on Inspection Supervision	3rd quarter of 2016		MPALG and the Coordinating Commission cooperated very closely with the USAID BEP Business Enabling Project in the reporting period. USAID BEP engaged the Balkans Centre for Regulatory Reform from Belgrade which conducted an analysis of 149 special laws and their harmonisation with the Law on Inspection Supervision. After this analysis was conducted by the Balkans Centre for Regulatory Reform the analysis was submitted to all ministries, and the ministries submitted to the MPALG their opinions and comments for 25 laws, or submitted their statements of harmonisation of special laws (with tables of compliance) within the legally prescribed deadlines.	Not all relevant ministries provided statements of harmonisation of special laws (with tables of compliance) within the legally prescribed deadlines (12 months of the coming of the Law into effect). After the formation of the Unit for support to the Coordinating Commission, within the EBRD support, and in cooperation with USAID BEP, methodology will be developed for the process of harmonisation and communication will be established with the relevant ministries.	Collect statements of harmonisation of special laws (with tables of compliance) from relevant ministries, so that the Coordinating Commission, on the basis of collected statements and tables, can develop the act including the necessary scope of harmonisation of special laws, and submit this proposal to the Government for consideration and decision.	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2 2017	Budget	donations
MPALG – Department in charge of inspection tasks <i>Partners:</i> Line ministries RPPS DEU- MPALG (act. 4) Ombudsman	4.3.2 Coordination is ensured for the work of all inspection services	1. During the first half of 2017, three sessions were held of the Board for Coordination of inspection supervision. Apart from regular activities, such as consideration of monthly reports by inspection service on results of inspections over unregistered entities, reports on the work of working groups and technical teams, and activities on implementing the training programme for inspectors to act according to the Law on Inspection Supervision, each session has a selected topic or a current problem for discussion which are elaborated through the work of the Board, or the working groups of technical teams, and improved and overcome. 3. Guidelines and recommendations have been presented and adopted relevant to improving the organisation of inspection services and planning of inspection work. 4. A proposal has been made to establish a working groups for delegated tasks of inspections supervision. 6. An initiative has been made to sign the agreement with the Association of judges of misdemeanour courts of the Republic of Serbia. 7. The Unit for support to the Coordinating Commission started to operate on 6 June 2017. In addition to joint meetings of the Board, the WG's and technical teams, in order to coordinate their joint work, preparation of joint actions, and harmonising activities, there is need to mention the significance of working jointly in the field, joint visits to economic operators, coordination of work of different inspectorates and inspection services, etc. All of this joint work contributed to increased number of registered entrepreneurs and companies and a higher coverage and control of non-registered businesses, which in turn led to reducing grey economy. Just in the first half of 2017 a total of 168,831 inspection supervisions were conducted, of which 4,698 refer to non-registered entities and entities from Article 33, para 2, Law on Inspection	Number of inspection services represented in the Coordination Commission ⁶⁰	BV (2014): 0 TV (2016): 36 TV (2017): 36 AV (2015): 33 AV (2016): 39	38 – the Coordinating Commission (Committee for coordination of inspection supervision, the Council of the Commission in working groups / technical teams of the Coordinating Commission consists of representatives of 36 national inspections (the Coordinating Commission is in charge of implementation of the Law on Inspection Supervision and it coordinates the work of 42 different inspection services in 13 ministries, but it should be noted that inspection for nuclear safety and management of radioactive waste, inspection of the Biomedicine Administration, and the inspection for IT	No additional budget funds were used	USAID BEP Project (Business Enabling Project) (budgeted under 4.3.1)
			Number of inspection services which use the system of integrated inspection supervision	BV (2014): 0 TV (2016): 4 TV (2017): 13 AV (2016): 0			

⁶⁰ At the time of the first next review of the Action Plan, and after the adoption of the Law on Inspection Supervision and establishment of the Coordinating Commission, better targeted indicators will be set for this result.

		Supervision. These inspections also identified 1,916 non-registered entities and entities from Article 33, para 2. The beginning of operation of the Unit for Support to the Coordinating Commission for Inspection Supervision will contribute significantly to increasing capacities of the Commission, the working groups and technical teams.			<i>security are not operational yet, while this law does not apply to the Defence Inspectorate.</i> <i>Public procurement procedure is underway for establishment of a uniform IT system, an appeal has been lodged in the course of the procurement procedure</i>		
ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
4. Establishing the single IT system (e-Inspector) for pilot inspections ⁶¹ implemented for 2016	4th quarter of 2017 (continually)		Public procurement procedure is underway for establishment of a uniform IT system, an appeal has been lodged in the course of the procurement procedure.	Public procurement procedure is underway for establishment of a uniform IT system, an appeal has been lodged in the course of the procurement procedure.	The decisions of the Commission for protection of Rights in Public Procurement Selection of the best bidder Contract signature with the selected bidder	3 rd and 4 th quarter of 2017	
5. Monitoring the implementation of obligations resulting from the Law for national inspectors and other state bodies, ex-post analysis and undertaking measures for improved implementation, as well as conducting training for employees in line ministries who perform these tasks, implemented for 2016	4th quarter of 2017 (continually)	This activity, for the said reporting period, is being implemented through collecting monthly reports on supervision of non-registered entities and information on the work of working groups and technical teams established within the Coordinating Commission for Inspection Supervision. These reports and information are collected through templates developed for that purpose. 1. Results of conducted inspections over non-registered entities are confined by the information of the Company Registry Agency, according to which the number of newly-registered entrepreneurs in the first half of 2017 is 17,543 while the number of closed entrepreneur shops is 9,865. Based on monthly inspection reports, during the first half of 2017 the total number of inspection supervisions was 168,831 of which 4,698 refer to non-registered entities and entities from Article 33, para 2, Law on Inspection Supervision. These inspections also identified 1,916 non-registered entities and entities from Article 33, para 2. Experience gained in conducting inspection indicated that persons and especially non-registered entities, abuse the rights related to residential premises using it de facto as business premises for illegal conducting of business, including businesses with critical levels of risk. For this reason, the Law on Inspection Supervision prescribed the procedure of on-site examination in accommodation premises in the course of inspection. 2. Currently there are seven working groups and two technical teams: a) Working groups for: fighting unallowed trade; safety of structures; food; protection of natural resources; public health; hospitality industry; internal supervision. b) Technical teams for: fighting informal work; transport of passengers and goods in road, water, and rail transport. The working groups and technical teams are led by members of the Coordinating Commission, while members of the WG's and technical teams can also be representatives of inspection services which are not represented in the Coordinating Commission or representatives of entities holding public competences, associations, chambers, and other scientific or educational institutions, and other organisations whose work is linked to tasks of inspection supervision.					
RESULT	Tangible effects of the result	INDICATORS		Used budget funds since 2015 until 30 June 2017			

⁶¹ During 2017 work will continue on establishing the system for other inspection services. Collection and processing of personal data for the needs of the IT system are regulated by the draft Law on Inspection Supervision with subsidiary application of the Law on Personal Data Protection.

Implementing institution	Determine the level of achievement 	Brief explanation of the achieved progress	Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG - Department in charge of inspection tasks <i>Partners:</i> MPALG – DEU (act. 7) HRMS The relevant line ministries and authorities are in charge of implementing this activity	4.3.3 I Increased capacities of inspection services to implement the new inspection supervision system	In the first half of 2017 only, 469 inspectors were invited to take the state professional examination, of which 413 took the examination while 56 did not. Of the 413 inspectors who took the examination, 331 were successful and passed the examination Additionally, there were training courses conducted in order to increase capacities of inspection services. Training courses were delivered on the following topics: implementation of the LoIS (basic provisions, novelties in the law, procedures, etc.), soft skills courses, team building, decision-making and planning skills, advanced communications skills, negotiating skills, risk assessment and risk management, mediation, professionalization, integrity and business ethics, conflict prevention and management, ethical obligations of inspectors, improving IT skills (Excel). Online training has also been provided for inspectors at local level, conducted by best participants from previous courses by using the training materials from previous courses. Guidelines have also been developed for implementation of LoIS and a lot of other materials which are publicly available at the official website of the Coordinating Commission http://inspektor.gov.rs , of which all inspectorates and inspection services are informed. All of this has contributed to strengthening capacities of inspectorates and individual inspection services to implement the new inspection supervision system, primarily in their future work and in relations with businesses and entrepreneurs.	Number of inspectors who have taken the professional examination	BV: 0 TV (2015): 660 TV (2016): 1700 AV (2016): 101	413 took the exam 331 passed	No additional budget funds were used	/
ACTIVITY				IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation	Brief description of what the activity achieved		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
3.Needs and resources assessment (situational diagnosis) in order to ensure technical and communications infrastructure and equipment and conditions for the work of individual inspection services	4. quarter of 2016			Lack of capacities in the Department in charge of inspection tasks	Prepare project proposals and ensure donor funds in order to collect data from the field and conduct the needs assessment	3rd and 4th quarter of 2017	
4.Ensuring technical and communications infrastructure and equipment and conditions for the work of individual inspection services (continually)	4th quarter of 2017 (continually)	International inspection standards introduced and applied and individual inspections restructured according to modern solutions (management, quality control, internal control, inspection practice, etc.), for instance in market inspectorate, labour inspectorate, tourism inspectorate, etc. - Priorities and strategic policies identified for certain areas, in line with the LoIS, and funding and other resources appropriated and distributed - Ongoing improvement of technical and communications infrastructure and conditions for work of individual inspection services, in line with the results of questionnaires sent to inspection services and conducted analyses, which also applies to procurement of hardware and software for e-inspectors			Procurement of hardware – assessment (DEU) and conducting of the public procurement procedure for software for e-inspectors and improvement of inspection supervision (organisation, planning and transparency). The technical specification has been developed for procurement, and additional evaluations and analyses are needed for hardware and software procurement	4th quarter of 2017 (long-term)	
5. Preparing manuals, methodological	4th quarter of 2017 (continually)	Manual is prepared for implementation of LoIS and many other materials which are publicly available at the official website of the Coordinating Commission http://inspektor.gov.rs (methodological explanations for non-registered entities, for preparation of check-lists, for on-site investigation in homes, for			- Preparation of manuals, methodological and instructive materials and documents for different areas of inspection supervision by line ministries and relevant	4th quarter of 2017 (long-term)	

<p>and instructive materials and documents for individual areas of inspection supervision. IMPLEMENTED for 2016</p>		<p>coordination of inspection supervisions in administration and units of LSG, templates of statements of harmonisation of special laws with the LoIS, etc.).</p>		<p>authorities (due to the need to harmonise provisions of special laws with the new LoIS, according to Article 69 of LoIS stating that after the Government determines the necessary scope of harmonisation of special laws, these provisions of special laws will be harmonised with the provisions of LoIS within the next 6 months). - Development and delivery of regular training and other forms of professional development for inspectors and regular knowledge tests by line ministries and relevant authorities - Development and delivery of special training programmes for junior inspection staff and mentoring.</p>	
<p>6. Developing and conducting regular training courses and other forms of professional development for inspectors and junior inspection staff – mentoring and regular knowledge tests IMPLEMENTED for 2016</p>	<p>4th quarter of 2017 (continually)</p>	<p>In the period 1 January – 30 June 2017 a total of 119 inspectors received training, through courses developed and conducted in cooperation with the MPALG and USAID BEP Project.</p> <p>In the said period through the conducted training courses, inspectors acquired new practical and theoretical knowledge and skills which will be useful in their daily work, specifically:</p> <ol style="list-style-type: none"> 1. Anti-Corruption training – 20 inspectors 2. Soft skills training – 119 inspectors 3. IT skills training – 60 inspectors 			

Specific objective 4:							
Increased legal certainty and enhanced business environment and quality in delivery of public services							
Measure 4.4: Introducing and promoting mechanisms ensuring quality of public services ⁶²							
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget
MPALG – Department for EU Integrations and Projects <i>Partners:</i> RPPS PA BODIES	4.4.1 Conditions are provided to establish a quality management system for public services in public administration			Extent to which recommendations for developing the quality management system for public services reflect the Principles of Public Administration	BV (2014): 0 TV (2016): 20% TV (2017): 40%		The project Improving Good Government and Social Inclusion at Local Level (addition to the EU PROGRESS project) CHF 6.9 million Project implementation will begin on 1 January 2018 and will last until 1 January 2021.
	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Satisfaction surveys, requirements and expectations regarding the quality of public services (key stakeholders: citizens, civil society, businesses, PA employees)	2nd quarter of 2016		The MPALG has started the process of intensive consultations with donors in order to ensure support for implementation of planned activities. In cooperation with the Swiss Agency for Development and Cooperation the Ministry has agreed the implementation of a new three-year project "Improving Good Government and Social Inclusion at Local Level" which will be implemented by UNOPS and SCTM, and which will among other things support the application of principles of good government in selected units of LSG.	The beginning of implementation of planned activities is conditional on the achievement of result 1.1.2, or finalisation of functional reviews in a number of selected public administration sub-systems as the basis for beginning of implementation of activities. Since the reviews have been finalised within the project with the Swiss Agency for Development and Cooperation the Ministry has defined the satisfaction surveys, requirements and expectations of key stakeholders with respect to quality of public services as one of the tasks of the project.	The project has been agreed and implementation is to begin on 1 January 2018.	Expected time for beginning of project implementation is 1 st quarter of 2018.
2. Gap analysis in the field of quality management for public services and developing recommendations for building the system according to the Principles of Public Administration	4th quarter of 2016	The MPALG has started the process of intensive consultations with donors in order to ensure support for implementation of planned activities. In cooperation with the Swiss Agency for Development and Cooperation the Ministry has agreed the implementation of a new three-year project "Improving Good Government and Social Inclusion at Local Level" which will be implemented by UNOPS and SCTM, and which will among other things support the application of principles of good government in selected units of LSG.	The beginning of implementation of planned activities is conditional on the achievement of result 1.1.2, or finalisation of functional reviews in a number of selected public administration sub-systems as the basis for beginning of implementation of activities. Since the reviews have been finalised within the project with the Swiss Agency for Development and Cooperation the Ministry has defined the creation of conditions for establishment of the public services quality management system as one of the tasks of the project.	The project has been agreed and implementation is to begin on 1 January 2018.	Expected time for beginning of project implementation is 1 st quarter of 2018.		

⁶² This measure is not explicitly recognised by the PAR Strategy, but is included implicitly (especially in the general goal), and it is separately included here as it is an important part of plans and priorities of the MPALG, and an integral part of Principles of Public Administration (Public Services Provision – Principle 3)

Specific objective 5:	Indicator (impact level)
Increasing citizens' participation ⁶³ , transparency, improving ethical standards ⁶⁴ and accountability in performing public administration tasks	<p>Extent to which integrity systems and anti-corruption systems are established and implemented in the public administration (PPA 3) BV (2014): 3 TV (2017): 4 AV (201665): 3</p> <p>Transparency in Government's policy making (PPA 2) BV: 3,6 (Report 2014-2015) TV: 3,8 (Report 2017-2018) AV (Report 2015-2016): 3,89 AV (Report 2016-201766): 3,8</p> <p>Extent to which mechanisms are in place to provide effective checks and balances, and controls over PA organizations (PPA 4) BV (2014): 4 TV (2017): 4 AV (201667): 4</p>

Specific objective 5:							
Increasing citizens' participation, transparency, improving ethical standards and accountability in performing public administration tasks							
Measure 5.1: Improving conditions for participation of interested public in the work of public administration with increased access to information on the work of public administration and public finance ⁶⁸							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – Department in charge of state administration <i>Partners:</i> Commissioner for Information of Public Interest MoF (act. 3) GSG CSO'S units of LSG	5.1.1. All information regarding the work of public administration (number of employees, finances, activities) are available on the Internet and presented in a harmonized form		Percentage increase of number of PA bodies and units of LSG who have harmonized their internet presentations with the Guidelines for development of web pages	<i>BV: Reports on assessing the harmonisation of web presentations for 2014.</i> <i>Average ranks:</i> <i>PA bodies (state administration bodies) – 56.6%;</i> <i>AP (bodies of territorial autonomies)- 45.5%;</i> <i>units of LSG – 43.54%</i> <i>TV: for each year the extent of harmonisation is planned to increase by 10% (measured relative to values for the preceding year)</i> <i>AV (2015): on average 48.13% for 2015 (reduction by 8.47%)</i>			

⁶³ Public participation has been included as a part of the specific objective at the proposal of civil society organisations included in the process of developing the AP PAR.

⁶⁴ The National Anti-Corruption Strategy in the Republic of Serbia for the Period 2013 – 2018 also uses the concept of integrity, and also but makes reference to the need to adopt codes of ethics. These two terms are considered complementary in the public administration reform.

⁶⁵ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁶⁶ The indicator measures how easy it is for companies to receive information on changes in government policies and regulations which have an impact on their activity, with the lowest value 1 = very difficult, and the highest value 7 = very easy. The source is the Global Competitiveness Report 2016–2017, World Economic Forum, Page 331, link: http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017_FINAL.pdf

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

⁶⁸ Measure 1.3 within specific objective 1 is also relevant from the point of view of ensuring public participation, transparency, improving ethical standards and accountability in performing the tasks of public administration. Most of these results and activities are part of the Action Plan for the Open Government Partnership, and in the future the Serbian participation and priorities within the partnership will be planned and implemented in coordination with the AP PAR.

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

				whose content the Commissioner pointed out. AV (2016): 3474 complaints submitted against PA bodies in the field of access to information of public interest 3 complaints due to failure to publish Information Bulletins (apart from 3 procedures before the Commissioner for failure to public information, the Commissioner ex officio opened 75 procedures during 2016 for failure to publish the information bulletins or incomplete or irregular publishing of bulletins).			
ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
2. Preparation and finalisation of proposed changes and amendments to the Law on Free Access to Information of Public Interest which would raise the level of proactive publications and updating of information available to the public	4th quarter of 2015	The special working group tasked with drafting the law was formed in November 2016, and it held meetings setting the framework of changes to be covered by the law. The working version of the law is being finalised and its publication is expected in September 2017. The new law would in a comprehensive manner improve the procedure before the Commissioner and relations with relevant authorities.	The elections for the new Government of the RS in 2016 and 2017 had a major impact on delaying the achievement of this activity	Holding meetings of the special working group, publishing the working versions of the law, holding meetings with civil society organisations, collecting opinions from relevant authorities, adopting the draft law and submitting it for parliamentary procedure.	December 2017		
3. Publishing of civic budgets ⁶⁹ of the Republic of Serbia and local self-government and the Reports on budget execution which the minister of the authority of the unit of LSG in charge of finance submit at least twice a year to the Government or the relevant authority of the LSG for	2nd quarter of 2016	<p>1. Publishing of civic budgets – the Ministry of Finance published the civic budget in 2017 http://www.mfin.gov.rs/UserFiles/File/dokumenti/2017/Gradjanski%20vodic%20kroz%20budzet(1).pdf</p> <p>2. Publication of civic budgets of units of LSG - a small percentage of units of LSG publishes their civic budgets on their web pages</p> <p>3. Publication of the report on budget execution which the Minister of the authority in charge of finance in units of LSG submits at least two times a year to the Government for discussion and adoption and subsequent submission to the National Assembly or the assembly of units of LSG.</p> <p>The web page of the Ministry of Finance on monthly basis publishes the Bulletin of Public Finance which is thus available to all interested parties, thus enabling open access to information http://www.mfin.gov.rs/pages/issue.php?id=1568), while units of LSG have the obligation to publish their budgets in the local official gazette. The surveys done by CSO's indicate that less than 50% of units of LSG publish their reports on their web pages.</p>	3. During the monitoring of implementation of this activity, which implies publication of the report on budget execution, it was found that there is no mechanisms nor capacity in place to monitor the implementation of this activity at local level.	2. In order to facilitate the publishing of civic budgets of LSG with the assistance of civil society organisations active in this area, it is necessary to publish data on consolidated report of towns and municipalities with respect to expenditures of units of LSG by types of expenditures and by sources of funding, as well as revenues of units of LSG by types and by sources of funding, in machine readable formats. The other part of data which is necessary is final financial statements of public enterprises of units of LSG.			

⁶⁹ Civic budgets in reader-friendly language present the way in which and purposes for which public resources are used to meet the needs of citizens. Civic budgets as a simple presentation of state budget of town/municipality budget has the objective to contribute to public awareness and public participation on defining budget priorities, as well as planning, appropriation and use of budget funds.

Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of international cooperation <i>Partners:</i> the Office for Cooperation with the Civil Society Republic Legislative Secretariat SCTM CSO'S	5.1.2. CSO's and citizens involved in the policy development, implementation, and monitoring at national and local level		Extent to which public consultations are used in policy development and law drafting (PPA 2)	BV (2014): 3 TV (2017): 4	AV (2016 ⁷⁰): 3	According to the structure of the programme budget it is not possible at this moment to accurately state the amount of budget	Collecting inputs and feedback from civil society organisations for the changes to the Law on State Administration; MPALG has been supported in implementing the project „Increasing participation of citizens and CSO's in policy making processes through changes to the Law on State Administration“ which was implemented from November 2016 to May 2017 with funds provided by the UK Government Fund for Good Governance. In line with the UK Government policy, data on funds is not available. Within the implementation of the GIZ project „Support tot Public Administration Reform“ there is, among other things, support to a group of awareness raising activities on the changes to the Law on State Administration and the Law on the Planning System, through a series of round tables intended to civil servants at all levels of administration and CSO's. The total value of the allocation for 2015 is EUR 1.5 million . The project implementation period is from June 2016 to May 2018. Within the Sector reform Agreement for PAR (IPA 2015) in the part relevant to complementary support plans are included for implementation of the project „Communication and Visibility of the Public Administration Reform“ with total value EUR 2.5 million. The project will support the development of a comprehensive communications strategy for the PAR and support the implementation of planned measures. A tendering procedure is underway for procurement of services for project implementation. Project duration is 36 months.
	ACTIVITY Determine the level of Deadline for implementation	Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS	Expected time for activity implementation		

⁷⁰ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

achievement				Key steps needed to implement the activity, with recommendations (milestones)		
1. Signing of the Supplementary Protocol of the Charter guaranteeing public participation in the work of local self-government (AP OGP)	2nd quarter of 2015	The Supplementary Protocol to the Charter guaranteeing public participation in the work of the local governments and the accompanying regulations was signed on 8 March 2017 in Strasbourg. The draft Law has been prepared for the ratification of the Supplementary Protocol		Deadline for implementation of this activity was delayed due to the establishment of the new Government	Proposing the Law on Ratification of the Supplementary Protocol	3rd quarter of 2017
2. Preparation, consultations, and adoption of the Strategy for Developing an Incentive Environment for Civil Society in Serbia for the Period 2015 – 2019 and the Action Plan for its implementation (AP OGP)	3rd quarter of 2015	The proposed Strategy for Developing an Incentive Environment for Civil Society in Serbia for the Period 2016 – 2020 was submitted to the Government for adoption. The proposed strategy has been endorsed by the Committee for Economy and Finance and the Committee for Legal System and State Bodies		After the suggestion of the Committee for Legal System and State Bodies of December 2016, the Ministry of Justice submitted its opinion on the text of the Strategy. The complete documentation was sent to the different committees and endorsed by them, but during the tenure of the preceding Government it was not included in the agenda of Government session. The delay in deadlines was caused by the fact that in the period 31 May 2017 – 29 June 2017 the Government had a care-taker technical mandate.	During the third quarter of 2017 the process will begin of collecting opinions of relevant state bodies and collection of PFE forms - forms for standard methodology of assessment of financial impacts with projections for the new period since 2017. The collected documentation will be sent to the Government committees.	4th quarter of 2017
3. Preparation, consultations and finalisation of proposed changes to the Law on State Administration in the part relevant to transparency ⁷¹ and cooperation with CSO's and other relevant regulations so that standards for cooperation of PA bodies with civil society is harmonised with standards of the Council of Europe and the UN Convention against Corruption (in accordance with the GAP analysis which is to precede this)	4th quarter of 2015	<p>The draft law has been prepared of changes and amendments to the Law on State Administration. The proposed change to Article 77 of the Law on State Administration enables public participation in the decision-making and regulations making process. The public debate on the Draft Law on Changes and Amendments to the Law on State Administration was held from 7 – 27 December 2016. The formal procedure was conducted for collecting opinions from all ministries, special organisations, the SEIO, the Office for Cooperation with Civil Society. Of all received opinions two included comments, and other included suggestions, which were adopted and the text of the draft Law was harmonised with them. The implementation of this activity was postponed in order to conduct broad consultations, since the implementation of the Law includes, apart from bodies of state administration, also all social actors who could be interested in the content of the law and other policy instruments that the competent authorities intend to implement.</p> <p>Subsequently, it was also proposed by the additionally proposed amendment to Article 75 to regulate inter-municipal cooperation in cases when municipalities in performing delegated tasks are not in a position to perform such tasks independently. In the course of exercising supervision over the work of municipal or town authorities in performing delegated tasks of state administration a possibility was proposed to a body of state administration can propose to the unit of LSG joint performance of certain tasks from within their competences by signing agreements on inter-municipal cooperation, which are to be endorsed by the Government.</p> <p>The above change is intended to achieve harmonisation with the draft Law on Changes and Amendments of the Law on Local Self-Government, because it includes related solutions which are subject to regulation and refer to more cost-efficient or more professional performance of delegated tasks by signing agreements on inter-municipal cooperation.</p>		The implementation of this activity included broader consultations. Because the implementation of the law covers not only state administration bodies but also all social actors who can be interested in the contents of the law and other policy instruments which the competent authorities intend to implement.	Due to the formation of the new Government, the process of collecting opinions will be repeated, in accordance with the Government Rules of Procedure.	4th quarter of 2017
4. Preparation and adoption of bylaw regulating in more detail the manner of cooperation	4th quarter of 2015	This activity is conditional on implementation of Activity 3, Measure 5.1.2.		This activity is conditional on implementation of Activity 3, Measure 5.1.2.	This activity is conditional on implementation of Activity 3, Measure 5.1.2	This activity is conditional on implementation of Activity 3, Measure 5.1.2

⁷¹ Note: indicator of Sector Budget Support for Variable Tranches, related to Result 1.3.3.3. “Induced output 3 Increased participation of citizen and civil society organisations in the policy-making process”

between state administration and associations and other CSO's ⁷²					
5. Conducting a public awareness raising campaign on mechanisms for participation in the process of developing regulations at all levels (obligation under the APNSBPK)	4th quarter of 2015	Within the implementation of the GIZ project „Support tot Public Administration Reform“ there is, among other things, support to a group of awareness raising activities on the changes to the Law on State Administration and the Law on the Planning System, through a series of round tables intended to civil servants at all levels of administration and CSO's. Within the Sector reform Agreement for PAR (IPA 2015) in the part relevant to complementary support plans are included for implementation of the project „Communication and Visibility of the Public Administration Reform“ with total value EUR 2.5 million. The project will support the development of a comprehensive communications strategy for the PAR and support the implementation of planned measures. A tendering procedure is underway for procurement of services for project implementation.	A multi-sectoral working group has been established to develop the campaign plan and programme (18 November 2014). The campaign plan and programme with the accompanying action plan was finalised in January 2015. The requirements from Objective 3.1.3 from the APNSBPK for professional and quality implementation of the campaign related to legal framework for public participation. Organising round tables for civil servants at all levels of government and representatives of civil society organisations on changes to the Law on State Administration. Develop comprehensive communications strategy for the PAR and support implementation of planned measures.	There is need to change and adopt a legal framework regulating lobbying and public participation in the regulations-making process, along with improving mechanisms for effective public participation in the law making process at all levels (amendments to the Law on the National Assembly, the Law on State Administration, the Law on Local Self-Government, the Law on Ombudsman, the Law on the National Bank of Serbia, and the Law on Referendum and Popular Initiative, etc.) This activity is conditional on implementation of Activity 3, Measure 5.1.2	Round tables will be organised during 3 rd and 4 th quarter of 2017 The expected time frame for beginning of implementation of the project „Communication and Visibility of Public Administration reform“ is 1 st quarter of 2018

⁷² Activities 3 and 4 are closely linked to activity 1.3.3.3 which refers to improvement of consultative process in the policy-making process.

Specific objective 5:								
Increased participation of citizens, transparency, enhancing ethical standards and accountability in performing tasks of the public administration								
Measure 5.2 Strengthening integrity and ethical standards of PA employees and reducing corruption by strengthening preventive mechanisms								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> Ministry of Justice (act. 1 and 5) BCC (act. 3, 4) PA BODIES ACA (act. 6 and 7) SCTM HRMS CSO'S	5.2.1. Improving mechanisms for ensuring ethical standards and integrity of public administration employees 		There are no visible results since the feasibility study on regulating the legal framework for prevention of conflict of interest in public administration, therefore changes of the legal framework are not initiated.	The number of civil servants sentenced for corruption related criminal offences (PPA 3)	<i>BV (2014): not available</i>			MPALG applied for funds from RESPA within the new mechanism for meeting emergency needs of member states, in order to engage experts to conduct the feasibility Study (10 expert days). RSD 4,596,000 (Norwegian donation „Support to Strengthening Corruption Prevention Mechanisms and Institutional Development of ACA,“ act. 6)
The number of disciplinary procedures initiated with respect to violation of ethical and integrity standards in PA bodies				<i>BV (2014): 86 TV: about 70 each year AV (2015): 79 AV (2016): 117</i>				
Percentage of PA bodies and organizations which have adopted their integrity plants in compliance with the dynamics and guidelines prescribed by ACA				<i>BV (2014): 48,77%⁷³ TV (2017): 60%</i>	12%			
ACTIVITY		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED						
Determine the level of achievement 		Deadline for implementation	Brief description of what the activity achieved	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
1. Conducting the Feasibility Study on harmonising the legal framework for conflict of interest of persons in the public administration		4th quarter of 2015			The activity is currently being implemented. On 5 June 2017 RESPA informed the Ministry of Public Administration and Local Self-Government that within its new mechanism to respond to specific needs of members in a short period of time, which has been approved for MPALG with the agreement of the European Commission, it has engaged 2 experts (one national and one international) with great experience in the field of anti-corruption and conflict of interest, in order to implement this activity, which is to conduct the analysis titled - „Review of the legal framework relevant to anti-corruption and conflict of interest of civil servants in the Republic of Serbia“. It is expected that this feasibility study will be finalised in the period July – August 2017. In September 2015 the Ministry of Justice in cooperation with the Anti-Corruption Agency, started a review of the Action plan for implementation of the National Anti-Corruption Strategy (hereinafter: the Action Plan). The review was planned as an obligation under the Action Plan measure 5.5 with the deadline by the end of 2015. The review was preceded by a comprehensive consultations process including continued meetings with representatives of relevant institutions which are involved in the Strategy implementation. The review was conducted on the basis of assessment of the achievement of the Strategy and existing reports of the Agency, submitted materials of all relevant actors stated in the Action Plan, the identified difficulties in exercising oversight of Strategy implementation, as well as the fact that the AP for Chapter 23 includes the same or substantively similar obligations. Thus, all activities included in the AP for Chapter 23, which are at the same time included in the Action Plan, continue to be monitored through the relevant activity in Chapter 23. The reason for this solution is to avoid double reporting under the same activity from two different strategic documents. Certain measures and activities have been reformulated or redefined in order to be successfully implemented. The deadlines are defined by quarters, and new and realistic deadlines have been determined for activities whose deadlines for implementation have expired. In some cases indicators have also been reformulated, where it was necessary to facilitate monitoring of implementation of certain measures and activities. Finally, bodies in charge of implementation have been changed in cases where competencies of ministries have changed. With all of this in mind, most obligations relevant to the field of conflict of interest (Objective 3.1.2) have been delayed for 2017 and 2018, and for most of these activities the Anti-Corruption Agency is the body in charge.	On the basis of results of the study titled - „Review of the legal framework relevant to anti-corruption and conflict of interest of civil servants in the Republic of Serbia“, which is expected to be finalised in the period July-August 2017, the Ministry of Public Administration and Local Self-Government will prepare changes and amendments to the Civil Service Law with respect to provisions on prevention of conflict of interest in the work of civil servants. The Programme of the Government of the Republic of Serbia includes changes and amendments to the Civil Service Law by the end of December 2017.		3rd quarter of 2017

⁷³ The total number of institutions of public administration and local self-government, which are obliged to develop their IP's, according to the Law, is 281.

	3. Harmonising the Code of Conduct of Civil Servants and the Code of Conduct of Employees in LSG with the study recommendations	4th quarter of 2016	Not implemented		The Law on Employees in AP and LSG, which came into effect on 1 December 2016, prescribed that the employer shall adopt the code of conduct for employees within one year of the Law coming into effect (by 1 December 2017)		4th quarter of 2017
	5. legal regulation of prevention of conflict of interest of employees in PA and LSG on the basis of results of the feasibility study ⁷⁴	4th quarter of 2016			This activity will begin after the finalisation of the feasibility study included in activity 5.2.1.1		4th quarter of 2017
	6. Preparation and adoption of integrity plans in PA bodies and organisations according to guidelines and dynamics prescribed by the ACA	According to the time frames prescribed by the ACA	In November 2016 the Agency adopted and published Guidelines for development and implementation of integrity plans, which formally initiated the process of developing the second generation of integrity plans in Serbia. All entities covered by this obligation were assigned usernames and passwords for access to the templates of IP which they can use in the process of conducting their integrity self-assessment and developing and adopting their integrity plans. According to the Guidelines, all PA bodies are obliged to finalise and adopt their plans by 30 June 2017. The Decision on changes to the guidelines for development and implementation of integrity plans was made on 5 June 2017, extending the deadline for preparation and adoption of integrity plans by PA bodies until 31 October 2017. According to the records of the Anti-Corruption Agency, as of the date of submitting this report, 41% of PA bodies and organisations have started the self-assessment of risk of corruption and development of integrity plans, and 12% have finalised the work and adopted the integrity.		Since the new Law on the Anti-Corruption Agency is not yet adopted, and therefore misdemeanour offences are not introduced for managers of PA bodies which do not develop their integrity plan, the Agency has decided to extend the deadline for the development of these plans. The Agency expects that the introduction of misdemeanour offence would contribute to increasing the number of PA bodies involved in the process of preparation and adoption of integrity plans.	The adoption of the new Law on the Anti-Corruption Agency would introduce the misdemeanour responsibility of for managers of PA bodies who fail to develop their integrity plans within the deadline and in the manner prescribed by the Guidelines for development and implementation of integrity plans. The Agency will, with the assistance of line ministries, once again send reminders to PA bodies that the deadline for development of integrity plans has been extended until 31 October 2017 and that they are obliged to fulfil this obligation prescribed by the Law on the Anti-Corruption Agency.	31 October 2017
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
Ministry of Justice – Group for coordination of implementing the National Anti-Corruption Strategy <i>Partners:</i> HRMS	5.2.2. Improved protection of whistle-blowers (persons reporting suspicions of corruption) in public administration	Results of implementation of the Law are stated in Activity 4 in continuation of result 5.2.2. Additionally, training courses have been conducted through the HRMS, as the service in charge of professional training of civil servants in PA bodies and services of the Government. The training course „Whistle-Blower Protection“ which started in 2015 is continuing. The topic of whistle-blower protection was covered by two types of training for two target groups: 1. whistle-blower protection – basic training (target group: all civil servants; objective: familiarising civil servants with the concept and types of whistle-blowing, conditions under which whistle-blowing can be done, the conditions and procedures for protection of whistle-blowers and other rights resulting from the Law on Whistle-Blower Protection) – 25.10.2016, 24.06.2016, 27.04.2016. 2. whistle-blower protection – training for authorised persons (target group: persons authorised to act under reports related to whistle blowing; objective: familiarising participants with the international standards and the case law of the European Court of Human Rights with respect to whistle-blower protection, in relation to freedom of expression, and the key concepts prescribed by the Law on Whistle-Blower Protection, in order for participants to better understand the concepts, the purpose of whistle-blowing and the whistle-blower	Number of reports by the ministry in charge of judiciary on cases before courts related to whistle blowing ⁷⁵	BV (2014): 0 TV (2017): 1	1 <i>Report published at the website of Ministry of Justice:</i> http://www.mpravde.gov.rs/tekst/14518/finalni-izvestaj-o-godinu-dana-primene-zakona-o-zastiti-uzbunjivaca.php		

⁷⁴ Monitoring the implementation of legal provisions on preventing conflict of interest of employees in PA (NAP p. 23, 2.2.3.6), and preparation and implementation of programmes for professional training of employees in PA with respect to the issue of preventing conflict of interest (NAP p.23, 2.2.3.7) shall be covered by the amendments to the AP PAR in 2015, when plans for 2017 will be covered.

⁷⁵ Since the implementation of the Law on Whistle-Blower Protection has been postponed until 5 June 2015, it is not possible at this moment to anticipate this quantitative indicator which would reflect well success in implementing the law. Such an indicator will be defined and added subsequently.

		protection) – 29 and 30 November 2016, 10 May 2016. Information on training in 2017 are not yet complete and available.				
ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
4. Monitoring the implementation of the Law on Whistle-Blower Protection by developing annual reports of the ministry in charge of judiciary, based on periodical reports of institutions on cases of action related to whistle-blowing	4th quarter of 2017	<p>The Law on Whistle-Blower Protection is being implemented since 5 June 2015. Data collected by the Group for coordination of implementation of the AP and the National Anti-Corruption Strategy for the period 2013 – 2018 by sending out general questionnaires and special questionnaires to the labour inspectorate and administrative inspectorate (as they are in charge of supervision over implementation of the Law on Whistle-Blower Protection) are included in the study based on which the report was made on one year of implementation of this Law. Namely, the following data has been collected: all ministries have procedures for internal whistle-blowing regulated by the rulebook on internal whistle-blowing; all ministries have named persons in charge of receiving information and conducting procedures in case of internal whistle-blowing; all employees have been informed on their rights resulting from the Law on Whistle-Blower Protection.</p> <p>There is a mild trend of increase of procedures resulting from internal whistle-blowing. Half a year since the law came into effect, there was just one case of anonymous internal whistle-blowing in the Ministry of Trade, Tourism, and Telecommunications, and one year of the law coming into effect there were two more cases of internal whistle-blowing in the Ministry of Defence and two in the Ministry of Foreign Affairs, which were withdrawn after the initial actions were taken. In the case of the response of the Ministry of Trade, the Company Registry Agency provided information that 2 procedures have been initiated and finalised with respect to internal whistle-blowing which resulted in determining that the actions taken were in line with the law.</p> <p>With respect to external whistle-blowing there is also a trend of increasing number of cases, and half a year after the law coming into effect, there has been one case of external whistle-blowing in the Ministry of Mining and Energy, and one year after the law coming into effect ten more cases have been identified in the Ministry of Education, Science, and Technological Development, and 4 cases in the Ministry of Trade, Tourism, and Telecommunications.</p> <p>The number of conducted inspections has increased relative to semi-annual surveys, and so: the administrative inspection during the first half year conducted 5 and after the first year a total of 20 inspections; and the labour inspectorate during the first half year and one year conducted 282 and 949 inspections respectively.</p> <p>The number of identified irregularities identified through inspections has reduced. During the first half year of law implementation, the Administrative Inspectorate has conducted 5 inspections, jurisdiction was transferred in 3 cases (to the Ministry of Labour, Employment, Veteran, and Social Protection, and the City Administration of Belgrade, the Secretariat for Administration), and in 2 cases it was decided that there is no room for continuation of procedure. In additional 15 inspections conducted during the first year of implementation, no irregularities were found. In the first six months of law implementation the labour inspectorate conducted 282 inspections which were mostly of preventive nature, but in 2 cases the report was filed for initiation of misdemeanour procedure because the employees did not act within the deadline of 15 days of receiving the internal whistle-blowing. After one year of law implementation 949 inspections were conducted of which in 5 cases the misdemeanour procedure was initiated due to the fact that the employer did not act within the deadline of 15 days of receiving the internal whistle-blowing. In 48 cases decisions were made to remove the irregularity. Inspections were initiated ex officio and on the basis of initiatives of bodies or organisations of legal and physical persons, or the application of the person involved. The irregularities which were identified during inspections refer to: a) submitting the written notification on right under this Law; b) appointing the person in charge of receiving information and conducting procedures related to whistle-blowing; c) acting upon the information within the prescribed deadline from Article 15, para 2, of the Law; d) notifying the whistle-blower of the outcome of procedure within the deadline prescribed by Article 15, para 3, of the Law, and e) providing information regarding the procedure and actions taken or not allowing the whistle-blower to have insight into the case files or be present during actions taken under the procedure in accordance with Article 15, para 4, of the Law.</p> <p>The report for the period which is not covered by the first annual report is still being prepared.</p>				

Specific objective 5:								
Increased participation of citizens, transparency, enhancing ethical standards and accountability in performing tasks of the public administration								
Measure 4.4								
Strengthening mechanisms of external and internal control in public administration ⁷⁶								
Implementing institution	RESULT		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
	Determine the level of achievement			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – department in charge of normative tasks	5.3.1 Improved legal framework and work conditions for PA bodies which perform external control of administration			Number of regular six-months reports submitted to the National Assembly	BV (2014): 5 TV (the same value for all years): 5 AV (2015): 5 AV (2016):5			
Partners:								
GSG	ACTIVITY		Brief description of what the activity achieved	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
MoF Ministry of Justice (act. 7)	Determine the level of achievement	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
Republic Property Directorate Commissioner for Information of Public Interest and Personal Data Protection	1. Preparation, consultations, and determining the proposed changes and amendments to the Law on Ombudsman in line with the conclusion of the National Assembly from 2014. ⁷⁷	3rd quarter of 2015	The special WG for drafting of the Law was formed in November 2016, and it held meetings at which the framework was determined for changes that the law should cover. The new changes and amendments to the law should in a comprehensive manner improve the procedure before the Ombudsman, and relations with other authorities. WG meetings are regular and the draft is in the final stage.	Elections for the new Government of the Republic of Serbia in 2016 and 2017 had a significant impact on delaying the achievement of this Activity.	Continued meetings of the special WG, publishing the working version of the law, meetings with the civil society sector, collecting opinions from relevant authorities, adopting the proposed law by the Government and submitting it for the parliamentary procedure		December 2017	
Ombudsman Commissioner for Equality	2. Ensuring premises to resolve the accommodation of Ombudsman (by adopting the relevant act of Government)	3rd quarter of 2015	Report not submitted					
SAI	3. Ensuring premises to resolve the accommodation of Commissioner for Equality (by adopting the relevant act of Government)	3rd quarter of 2015	Report not submitted					
	4. Ensuring premises to resolve the accommodation of	3rd quarter of 2015	Report not submitted					

⁷⁶ Measures 5.1 and 5.2 have certain results which are closely linked to strengthening external oversight mechanisms in public administration. In these measures there are activities included relevant to obligations for action by PA bodies and organisations to achieve greater transparency of work and reduction of corruption, while this measure refers specifically to improving institutions performing the function of external oversight. This measure does not include results and activities which would contribute to the strengthening of the role of the Administrative Court and generally control over administration by courts, which will be planned in the next stage of reform (2017-2020).

⁷⁷ The Official Gazette RS, No. 60/14

SAI (by adopting the relevant act of Government)					
5. Establishing the mechanism of regular six-monthly reporting to the National Assembly by auditees on actions taken under the recommendations of SAI	3rd quarter of 2015	Report not submitted			
6. Preparation, consultations, and determining the proposed law on changes and amendments to the Law on Free Access to Information of Public Interests in accordance with the conclusion of the National Assembly of 2014 ⁷⁸ through the work of the joint working groups ⁷⁹	4th quarter of 2015				
7. Preparation, consultations, and determining the proposed Law on the Anti-Corruption Agency, in order to strengthen the control mechanisms of the Agency in the process of implementing provisions on conflict of interest	4th quarter of 2015	<p>The draft Law on the Anti-Corruption Agency is prepared. The draft law is published at the website of the Ministry of Justice and the e-Government Portal and a public debate has been conducted regarding the draft law. The law makes a distinction between conflict of interest and accumulation of public functions, by regulating the issue of accumulation of public functions in a separate chapter, as planned in the Action Plan. The key novelties relative to the existing law refer specifically to conflict of interest, incompatibility, and accumulation of public functions.</p> <p>From the definition of conflict of interest, the new law excluded private interest which „seems to influence” the acting of officials in performing public functions, whereby the possibility of overly broad interpretation of the law is removed.</p> <p>The key novelties are included in the provision regulating the obligation of reporting the existence of conflict of private interest. The existing law, in Article 32, prescribed a deadline of eight days to notify the Agency on the „suspicion of existence of conflict of interest or conflict of interest of the official or the associate person”, where it is not clearly prescribed when this deadline begins. That is why it often happens in practice that, at the moment of receipt of notification by the Agency, the consequences of the conflict of interest of the official have already occurred, and the prescribed ordering of measures becomes ineffective. In order to prevent conflict of interest, the proposed draft law has provisions which clearly and accurately regulate this obligation, and special provisions regulate the action and decision-making based on notification of the Director or a member of the Board of the Agency on the existence of conflict of personal interest.</p> <p>Additionally, another important novelty is the prescribed deadline (five years) within which the Agency initiates <i>ex officio</i> a procedure to decide on existence of conflict of interest. This deadline begins as of the moment of action or failure to act by the public official which caused the suspicion of existence of conflict of interest.</p>			
8. Determining procedural modalities for implementation of	3rd quarter of 2016.	Report not submitted			

⁷⁸ The Official Gazette RS, No. 60/14

⁷⁹ The changes to the Law relevant to broadening the obligation of the PA bodies under this law are contained in measure 5.1. Also, the draft Action Plan for Chapter 23 includes changes to this law, and all changes will be coordinated and integrated together.

	recommendations of the Commissioner for Equality formulated to state administration bodies						
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 2015 until 30 June 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 1/2_2017	Budget	donations
MPALG – Administrative Inspectorate	5.3.2. Improved capacities and actions of the Administrative Inspectorate in a manner ensuring effective control of work of state administration bodies and other entities subject to administrative inspection oversight		Percentage increase of the number of supervised entities	<p>BV (2014): 1,400 inspections and 1,230 complaints TV (the value is the same for each year): about 10%</p> <p>AV (2015): 1,183 inspections and 1,561 complaints - the number of inspections is lower (15.5%) relative to 2014 because the number of extraordinary inspections was significantly increased due to updating of the list of the electorate for reasons of holding early parliamentary elections, and also oversight of implementation of the Law on Removing Consequences of Flooding in the Republic of Serbia - The number of complaints in 2015 was increased by 27% relative to 2014. - In 2015 relative to the preceding year there is a reduced number of staff in the Administrative Inspectorate, total staff reduced by 3 administrative inspectors</p> <p>AV (2016): 1,761 inspections and 1,408 complaints - compared to 2014 the number of inspections increased by 26%, and the number of complaints by 14%.</p>	<p>In the first half of 2017 the Administrative Inspectorate conducted a total of 569 inspections and acted on 844 complaints. Currently the Administrative Inspectorate employs 17 administrative inspectors. The Decision of the Government for 2017 determined the maximum number of staff for the Administrative Inspectorate 28 employees for an indefinite period, whereby compared to 2015, the maximum number of employees for indefinite time is increased by one employee.</p>		

					- compared to 2015 the number of inspections increased by 49% and the number of complaints by 10 %. - at the end of 2016 the total number of administrative inspectors was 18.		
ACTIVITY		Brief description of what the activity achieved			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation				Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
3. Strengthening the material and HR capacities of the Administrative Inspectorate according to the plan and principles of rationalisation of PA and fiscal consolidation	2nd quarter of 2016						