

**ACTION PLAN 2021-2025 FOR THE IMPLEMENTATION OF
THE PUBLIC ADMINISTRATION REFORM STRATEGY IN REPUBLIC OF SERBIA
FOR THE PERIOD 2021–2030**

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ACRONYMS

AP	Action Plan
APIGP	Action Plan for the Implementation of the Government Programme
BV	Base Value of the indicator for the respective year
CAF	Common Assessment Framework (Quality Management)
CHU	Central Harmonisation Unit
CSO	Civil society organisation
EC	European Commission
EU	European Union
FMC	Financial Management and Control
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
HRM	Human Resource Management
HRMS	Human Resource Management Service
SCSC	Senior Civil Service Council
ICT	Information and communications technologies
ILM	Internal Labour Market
IMF	International Monetary Fund
IMPG	Inter-Ministerial Project Group
IPFC	Internal Public Financial Control
IPA	EU Instrument for Pre-Accession Assistance
ITE	Office for IT and e-Government
LBS	Law on the Budget System
LPS	Law on the Planning System
LSG	Local Self-Government
LSGU	Local Self-Government Unit
MEI	Ministry of European Integration
MoF	Ministry of Finance
Mol	Ministry of Interior
MLEVSA	Ministry of Labour, Employment, Veteran and Social Affairs
MPALSG	Ministry of Public Administration and Local Self-Government
NAD	National Priorities for International Assistance
NAPA	National Academy for Public Administration

NES	National Employment Service
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
OSS	One-stop shop(s)
PAR	Public Administration Reform
PDIFRS	Pension and Disability Insurance Fund of the Republic of Serbia
PEFA	Public Expenditure and Financial Accountability Assessment
PFM	Public Financial Management
PFMRP	<i>Public Financial Management Reform Programme</i>
PPD	Public Policy Document
PPS	Public Policy Secretariat
RGA	Republic Geodetic Authority
SAB	State Administration Bodies
SCS	Senior Civil Servant
SBS	EU Sectoral Budget Support
SCTM	Standing Conference of Towns and Municipalities
SDG	Sustainable Development Goals
SIGMA	Support for Improvement in Governance and Management (joint initiative of the OECD and the EU)
SKIP	Serbian–Korean Information access centre
STA	State Audit Institution
TA	Tax Administration
TV	Target Value of the indicator for respective year
UIS	Unified Information System for Public Policy Planning, Implementation Monitoring, Coordination and Reporting

ACTION PLAN 2021-2025 FOR THE IMPLEMENTATION OF THE PUBLIC ADMINISTRATION REFORM STRATEGY 2021-2030

Overall objective: Further improvement of public administration operations and quality of formulation of public policies in line with the European Principles of Public Administration; Delivering high quality services to citizens and businesses; Professional public administration which will significantly contribute to economic stability and improvement of the standard of living

Name/title:	Action Plan 2021-2025 for the Implementation of the Public Administration Reform Strategy 2021-2030
Institution in charge of implementation monitoring and control:	Ministry of Public Administration and Local Self-Government
Public policy document corresponding to this Action Plan:	Public Administration Reform Strategy

Indicator(s) at the level of overall objective (performance indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Government Effectiveness (World Bank)	percentile ranking (0-100)	World Bank, https://info.worldbank.org/governance/wgi/Home/Documents	53.37%	2019	54-55%	55-57%	58-59%	59-60%	60-63%
Satisfaction of citizens and businesses with services delivered by public administration	Score on a points scale of 0-9	Balkan Barometer, https://www.rcc.int/balkanbarometer/publications	4	2020	4.5	5	5	6.5	6.5

Specific objective 2: AN IMPROVED RECRUITMENT PROCESS IN PUBLIC ADMINISTRATION APPLIED IN PRACTICE

Indicator(s) at the level of specific objective (outcome indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Meritocracy and effectiveness of recruitment of civil servants (SIGMA principle)	Numerical, higher indicator value is desirable	SIGMA Monitoring Report	3	2019	3	4	4	4	4

Measure 2.1: Improvement of personnel planning and promoting state administration as a desirable employer

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Recruitment based on stated personnel needs of bodies	Percentile on a scale 0-100%, higher indicator value is desirable	- Internal Reports on the quality of recruitment for civil service, prepared by HRMS - Access to and review of personnel planning documents, i.e. Rulebooks on the job organisation and systematisation	There is no data on the past trends considering that no personnel planning documents were adopted in 2016, 2017 or 2018.	2020	20-25%	25%-30%	30%-35%	35%-40%	40%-45%

(internal documents)
- HRMS Internal Report on
the implementation of the
staff plan

Total estimated funds in 000 (thousands of) RSD

Source of funding				Programme budget reference	2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Instituti on responsi ble for the imple mentation	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme- Programme Activity/Proj ect (abbr. PR-PA/PJ))	2021	2022	2023	2024
1. Analysing the application of the existing personnel planning framework in state bodies and issuing recommendations for improvement (including a proposal to recruit personnel to work in priority-areas)	Q2 2021-Q3 2021	MPALSG	HRMS MoF	GIZ	1,200.00				
2. Reconsidering the principle of international organisation and organisation in SABs to ensure a more efficient personnel planning	Q3 2021-Q3 2022	MPALSG	HRMS	GIZ		3,006.30			
3. Innovating the personnel planning methodology in line with the recommendations stemming from the previous activity [no. 1]	Q3 2021-Q3 2022	MPALSG	HRMS MoF	GIZ		1,800.00			
4. Preparing and implementing training in the application of the new personnel planning methodology, designed for HRMS employees and employees working in HR Units	Q3 2022-Q4 2023	NAPA	MPALSG HRMS	RS Budget	0615/0001				
5. Drafting a personnel plan for SABs for 2024 in line with the innovative personnel planning methodology	Q2 2023-Q4 2023	HRMS	MPALSG MoF	RS Budget	0606/0002				
6. Developing a communications plan of promotional activities in order to present the state administration as a desirable employer. Organising promotional activities presented in the communications plan in order to present the state administration as a desirable employer.	Q2 2021-Q4 2025	HRMS	MPALSG	Donor support* (1,824 RSD) EU PAR Communication and Visibility Project 2021- 2022 (1,200 RSD)	600.00	1,056.00	456.00	456.00	456.00

7. Attracting people of the right profile (students) to work in state administration with student internships by promoting mechanisms of cooperation with higher education institutions	Q3 2022–Q4 2025	HRMS	MPALSG	RS Budget*, Donor support* (3,280 RSD)	0606/0002		725.50	2,051.50	251.50	251.50
8. Designing a training programme on the recruitment process in state administration, for student interns	Q1 2022–Q4 2022	NAPA	MPALSG, HRMS	RS Budget						
9. Supporting units of local self-government in the process of personnel planning	Q3 2021–Q2 2022	MPALSG	SCTM	Council of Europe Project Human Resources Management in Local Self-Government – Phase II			9,000.00			

Measure 2.2: Improvement of the selection process and the process of induction of new employees

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Degree to which the competency framework is established in state administration bodies and administration bodies in AP and LSG	Numerical on a scale from 0 to 4, higher indicator value is desirable	Reports on the work of Government, with the integrated Report on the work of MPALSG, www.gs.gov.rs Internal Report on the work of HRMS HRMS Informer https://www.suk.gov.rs/ Reports generated from the IS for HRM https://www.suk.gov.rs/	1	2020	2	2	3	3	4

Total estimated funds in 000 (thousands of) RSD

Source of funding				Total estimated funds in 000 (thousands of) RSD						
				Programme budget reference	2021	2022	2023	2024	2025	
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	2021	2022	2023	2024	2025	
				Programme budget reference (Programme–Programme Activity/Project (abbr. PR–PA/PJ))						

1. Upgrading competency-assessment tools, particularly those used for remote testing, and supporting recruitment panels in using modern e-recruitment technologies	Q2 2021–Q4 2025	HRMS	MPALSG	Donor support*		3,000.00	3,000.00	7,500.00	8,002.42	5,482.42
2. Drafting an analysis of the quality of [the approach to filling positions following a recruitment procedure in state administration bodies, and monitoring the implementation of measures for improving the procedure of filling positions	Q1 2023–Q4 2023	HRMS	MPALSG	RS Budget	0606/0002					
3. <i>Ex-post</i> assessment of statutes and by-laws on recruitment procedures and the manner in which they are conducted in state administration bodies, and drafting proposals for the improvement of the legal framework	Q1 2024–Q4 2024	MPALSG	HRMS SCSC GS	RS Budget Donor support* (1,200)	0613/0003				1,200.00	
4. Developing and implementing online training programmes for recruitment panel members, as well as online training programmes on the use of modern selection methods for HR units	Q2 2021–Q4 2025	NAPA	MPALSG HRMS	RS Budget	0615/0001					
5. Drafting a comparative analysis of a centralised recruitment of trainees in the state administration, to include a proposal of the most optimal model for the state administration in the Republic of Serbia	Q1 2023–Q4 2023	MPALSG	HRMS	Donor support*				3,780.00		
6. Designing an introductory/induction training programme on state administration matters and operations for trainees, recruits on a probationary period and persons starting their employment in state administration and are not on probation	Q2 2021–Q4 2021	NAPA	HRMS	RS Budget	0615/0001					
7. Analyse the relation between: a) the testing for the general functional competencies (system of public administration) and for the special functional competencies during the recruitment process, and b) the state professional exam and introductory training in state administration matters; and propose measures for the elimination of multiple assessments of the same competencies at different stages of employment	Q1 2023–Q4 2023	MPALSG	HRMS NAPA	Donor support*				600.00		
8. Drafting a competency framework for employees in bodies of autonomous provinces and units of local self-government, to include a map to integration into the HRM	Q2 2021–Q2 2021	MPALSG	SCTM HRMS NAPA	EU/Council of Europe		3,600.00				

9. Amending the legal framework concerning the employees in bodies of autonomous provinces and units of local self-government for the purpose of competency framework integration	Q2 2021–Q3 2023	MPALSG	SCTM HRMS	RS Budget	0613/0003	260.00				
10. Designing and implementing training in applying the competency framework, intended for HR units employees and managers in bodies of autonomous provinces and units of local self-government	Q3 2021–Q4 2025	NAPA	HRMS APV LSGU	RS Budget EU/Council of Europe	0615/0001		4,000.00	4,000.00	4,000.00	
Measure 2.3: Improvement of the procedure for merit-based filling of senior civil service positions, and induction										
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025	
Percentage of senior civil service positions filled in accordance with the competency framework, compared to the total number of positions	Percentile on a scale 0–100%, higher indicator value is desirable	HRMS Report	34%	2020	>40%	>60%	>80%	>90%	>95%	
Total estimated funds in 000 (thousands of) RSD										
Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme–Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Drafting an analysis of the legal framework which governs the procedure and the authorisation for appointing senior civil servants and acting officers-in-charge ('acting heads'), and proposing measures for improvement	Q2 2021–Q4 2022	MPALSG	GS/HRMS/BCC	RS Budget	0613/0003	412.50				
2. Amending the legal framework in parts pertaining to the appointment of senior civil servants, in accordance with the proposed measures for improvement	Q1 2022–Q4 2022	MPALSG	GS/HRMS/BCC	RS Budget	0613/0003					
3. Creating a mechanisms of cooperation between institutions responsible for the senior civil servants' management policy	Q2 2021–Q2 2021	HRMS	MPALSG, BCC, GS, NAPA, OДУ	RS Budget	0606/0002					

4. Drafting guidelines on how to improve internal acts on job organisation and systematisation, in particular the section/heading outlining the job description and competencies required for senior civil service positions	Q1 2022–Q4 2022	HRMS	MPALSG	RS Budget	0606/0002					
5. Innovating the framework of competencies [required of] senior civil servants	Q1 2022–Q4 2022	HRMS	MPALSG	Donor support*			3,600.00			
6. Improving the training programme for senior civil servants and assessing its impact vis-à-vis the newly developed competency framework for senior civil servants	Q2 2023–Q4 2023	NAPA	HRMS	RS Budget	0615/0001					
7. High Civil Service Council capacity-building for conducting the process of competency-based selection of senior civil servants, by way of continuous training and support in the application/use of modern methods of selection	Q2 2021–Q4 2025	HRMS	NAPA	RS Budget	0606/0002					

SPECIFIC OBJECTIVE 3. AN EFFICIENT CAREER MANAGEMENT SYSTEM APPLIED IN PRACTICE

Indicator(s) at the level of specific objective (outcome indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Degree to which the career management system for the civil service is developed	Numerical on a scale 0–4, higher indicator value within the defined range is desirable	Internal HRMS Report HRMS Work Reports, https://www.suk.gov.rs/	1	2020	1	1	2	3	4

Measure 3.1: Creating an environment to have efficient, innovative and motivated civil servants

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Giving performance appraisal ratings according to HRM standards	Percentile on a scale 0–100%. Lower indicator value within the defined range is desirable	HRMS Report on performance appraisals	75%	2020	70%	<70%	<65%	50-55%	40-45%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme–Programme)	2021	2022	2023	2024	2025

					Activity/Project (abbr. PR-PA/PJ)					
1. Development and application of tools for the development of managers' careers, under the Career Management Centre (360-degree feedback, passport of competencies, coaching, etc.) and respective body's HR unit	Q2 2021-Q4 2023	HRMS	MPALSG GS	GIZ		1,800.00	2,400.00	1,800.00		
2. Preparing a study about possible career models in state administration, to include recommendations for their implementation; designing career models based on that study; and integrating [the models] into [existing] laws	Q3 2022-Q4 2023	HRMS	MPALSG MOF	Donor support*			6,678.00	5,292.00		
3. Establishing a talent management system (identifying talents, working with talents, setting rules on mobility while in service, organising special training for talents,) and integrating the system into [existing] laws	Q1 2024-Q4 2025	HRMS	MPALSG NAPA	Donor support*					12,600.00	12,600.00
4. Preparing a study about remote employment models (working remotely or from home; away from the employer's premises), with a proposal on how such models could be incorporated into the way in which SABs in the Republic of Serbia operate	Q2 2021-Q2 2021	MPALSG	MOF GS	SIGMA						
5. Draft a comparative analysis of the forms of civil servants' engagement on international projects and how their roles in the EU-accession process are being performed, to include a) a proposal of a suitable model for the state administration in the Republic of Serbia, and b) an analysis of civil servants' fellowships/traineeships in counterpart institutions of an EU Member State and EU institutions	Q1 2022-Q3 2022	MPALSG	MEI PPS MoF	Donor support*			1,800.00			
6. Preparing a draft law which is to regulate salaries of civil servants and state employees in line with the system law on salaries	Q2 2024-Q4 2024	MPALSG	MoF HRMS	RS Budget	0613/0003					
7. Implementing the reform of the public sector salary system	Q1 2025-Q4 2025	MPALSG	MoF	RS Budget	0613/0003					
8. Conducting an impact assessment of measures for staff retention and outflow prevention, to include proposals on how those measures could be improved	Q2 2023-Q4 2023	HRMS	MPALSG	GIZ				1,808.10		

9. Issuing guidelines and recommendations for state administration bodies on how they can improve the quality of civil servants' performance appraisals	Q3 2021–Q2 2022	HRMS	MPALSG	RS Budget Donor support* (1,200)	0606/0001	600.00	600.00			
10. Drafting an <i>ex-post</i> assessment of statutes and by-laws on the performance appraising of civil servants, and drafting a proposal of improvement measures	Q3 2024–Q1 2025	MPALSG	HRMS	Donor support*					900.00	300.00
11. Preparing an analysis of the HRM function in public agencies, to include proposals for improvement	Q1 2022–Q4 2022	MPALSG	HRMS	Donor support*			1,800.00			
12. Further development of the competency framework for all categories of civil servants	Q1 2023–Q4 2023	HRMS	MPALSG	RS Budget Donor support* (2,400)	0606/0001			2,400.00		
13. Preparing a comparative analysis of the measures taken by the EU Member States to create conditions for their civil servants to initiate changes and innovations in state administration	Q1 2025–Q4 2025	MPALSG	HRMS	Donor support*						4,404.00
14. Supporting the implementation of the competency framework in the HRM function in autonomous provinces and local self-government	Q1 2023–Q4 2025	MPALSG	HRMS/SCTM	EU/Council of Europe				18,000.00	18,000.00	18,000.00

Measure 3.2: Development of institutional and administrative capacities for HRM

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Degree to which personnel affairs in state bodies are standardised	Numerical on a scale 0–4, higher indicator value within the defined range is desirable	HRMS Report on the analysis of the key institutions' capacity for strategic HRM HRM IT system NAPA Report	0%	2020	1	2	3	3	3

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference	2021	2022	2023	2024	2025	
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme–Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Developing and setting-up an HRM IT system in state bodies and bodies of the	Q2 2021–Q4	HRMS	MPALSG	RS Budget – allocated funds (6,000 RSD)	0606/0002	6,000.00	58,500.00	46,800.00	35,100.00	58,500.00

autonomous provinces and units of local self-government, and connecting that system to other IT systems in which data on the employees of state bodies are collected (those bodies being the Treasury Administration, the Central Register of Mandatory Social Insurance, the Tax Administration and others)	2025			RS Budget (198,900 RSD)						
2. Preparing an action plan for building the capacities of HR units in state administration bodies, and implementing activities defined in that action plan	Q2 2021–Q4 2021	MPALSG	HRMS NAPA Line ministries	GIZ		1,200.00				
3. Designing competency-based training for managers and HR units	Q3 2021–Q4 2021	NAPA	MPALSG SCTM HRMS	RS Budget	0615/0001					
4. Preparing an analysis of the application of HRM quality management for state administration bodies, and setting-up HRM Quality Management Units in MPALSG/HRMS	Q1 2025–Q4 2025	HRMS	MPALSG	Donor support*						8,640.00
5. Analysis of how the HRM function is organised in state administration bodies, and setting the course of further development in accordance with contemporary HRM forms	Q1 2023–Q4 2023	MPALSG	HRMS	GIZ				1,200.00		
6. Analysis of how the HRM function is organised in bodies of the autonomous provinces and units of local self-government, and setting the course of further development in accordance with contemporary HRM forms	Q1 2022–Q4 2022	MPALSG	SCTM	EU/Council of Europe			18,000.00			

Measure 3.3: Strengthening the professionalisation of the senior civil service/managers

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Degree to which legal protection of senior civil servants/managers is ensured (based on five SIGMA sub-indicators)	Numerical, higher indicator value is desirable	SIGMA Monitoring Report	9	2019	11	11	13	13	13

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe	Programme budget reference					2021	2022	2023	2024	2025
Name of activity:	Implement	Institutio	Implementing partners	Total estimated funds in 000 (thousands of) RSD						

	ation period	n responsible for the implementation		Source of funding	Programme budget reference (Programme-Programme Activity/Project (abbr. PR-PA/PJ))	2021	2022	2023	2024	2025
1. Drafting a strategic document on the management of senior civil servants in SABs, with a map to integration into the regulations	Q2 2021-Q3 2022	MPALSG	HRMS/SCSC GS NAPA SABs	RS Budget (412.50) Donor support* (1,800)	0613/0003	2,212.5				
2. Incorporating the policy on the management of senior civil servants into the legal framework	Q4 2022-Q4 2025	MPALSG	HRMS/SCSC GS NAPA SABs	RS Budget	0613/0003					
3. Setting indicators of senior civil servants' performance in meeting annual work goals as part of the performance appraisal procedure	Q3 2021-Q4 2021	MPALSG	HRMS	RS Budget	0613/0003					
4. Creating a suitable network of senior civil servants for the purpose of sharing experiences	Q1 2022-Q4 2022	HRMS	MPALSG GS NAPA	RS Budget*(1,464) Donor support*(3,600)	0606/0002		5,064.00			
5. Supporting senior civil servants' professional development through the activities run by the Career Management Centre (application of career development tools)	Q1 2022-Q4 2025	HRMS	MPALSG	RS Budget	0606/0001					
6. Designing continuous training programmes for managers and senior civil servants based on their competencies	Q1 2022-Q4 2025	NAPA	MPALSG	RS Budget	0615/0001					
SPECIFIC OBJECTIVE 4: A FUNCTIONAL AND INNOVATIVE SYSTEM OF PROFESSIONAL DEVELOPMENT AND PROFESSIONAL EXAMS IN PUBLIC ADMINISTRATION BASED ON THE ANALYSIS OF NEEDS FOR THE IMPROVEMENT OF STAFF COMPETENCIES, KNOWLEDGE, SKILLS AND ABILITIES DEVELOPED AND APPLIED										
Indicator(s) at the level of specific objective (outcome indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025	
Degree to which the system of professional development and professional exams in public administration is normatively and practically based on the analysis of needs for the improvement of staff competencies or qualifications	Numerical on a scale from 1 to 5, higher indicator value is desirable	NAPA Report on analysis of the needs for professional development in public administration	1	2019	3	3	3	4	4	

<i>Measure 4.1: Improvement of the uniform system of professional development in state and LSGU bodies</i>									
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Degree of implementation of the quality system in the elements of professional development in public administration	Numerical on a scale from 0 to 15, higher indicator value is desirable	Central Records of Professional Development Programmes in Public Administration Source: NAPA Reports on determined needs for professional development in public administration, https://www.napa.gov.rs/tekst/605/analiza-potreba-za-strucnim-usavsavanjem.php	1	2020	2	3	4	5	5
Total estimated funds in 000 (thousands of) RSD									
Source of funding mepe				Programme budget reference	2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme-Programme Activity/Project (abbr. PR-PA/PJ))	2021	2022	2023	2024
1. Improving the accreditation system, the way in which training programme organisers are hired, and the development of trainers skills and competencies	Q2 2021-Q4 2021	NAPA	/	EU/Council of Europe		810.00			
2. Improving the system of evaluation of training programmes in state bodies and units of local self-government, and increasing the knowledge and improving the skills of those participating in the evaluation process which are necessary for the implementation of the evaluation system	Q2 2021-Q4 2021	NAPA	MPALSG SCTM	EU/Council of Europe		42,810.00			
3. Developing a methodology for training programme budget analysis and planning, as well as increasing the knowledge and the skills of civil servants and LSGU employees necessary for their application	Q2 2021-Q4 2021	NAPA	MPALSG SCTM	EU/Council of Europe		1,800.00			

4. Developing tools and methodologies for conducting research on the public service users' (citizens and others) satisfaction with PABs' performance, in order to identify priority areas in which civil servants and employees of LSGUs are to undergo professional development	Q1 2023–Q4 2023	NAPA	MPALSG SCTM	EU/Council of Europe				1,200.00		
5. Ensuring managers' participation in the unified system of professional development processes by a) amending the acts regulating the scope of SABs' and LSGUs' internal units and the job description of managers of such units accordingly, and b) defining participation in professional development processes as a job responsibility	Q2 2021–Q4 2021	SABs LSGU	MPALSG HRMS SCTM	RS Budget						
6. Increasing state and LSGU bodies' capacities for successful management and implementation of the unified system of professional development in state and LSGU bodies	Q2 2021–Q4 2025	NAPA	MPALSG SCTM	RS Budget	0615/0001					

Measure 4.2: Improvement of professional development programmes in state and LSGU bodies and of the manner of their organisation and delivery

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Fulfilment of participants' expectations from training sessions where innovative forms and methods of professional development were applied	Percentile on a scale 0–100%, higher indicator value is desirable	Reports on conducted training programmes Central Records of Professional Development Programmes	0	2020	70%	70%	75%	75%	80%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe	Веза са програмским буџетом	2021	2022	2023	2024	2025
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Name of activity:	Implement ation period	Instituti on responsi ble for the imple mentation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme–Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Developing innovative training programmes in state bodies and bodies of local self-governments units, using the latest (unconventional) forms and methods of	Q2 2021–Q4 2023.	NAPA	MPALSG SCTM Council for the Professional Development	UNDP/SIDA		5,050.47	5,050.47	5,050.47		

professional development, and focusing especially on innovations management, change management and crisis management			of Employees in Local Self-Government Units							
2. Designing training programmes suitable for trainees and individuals training to become independent professionals	Q1 2022–Q4 2022	NAPA	MPALSG HRMS SCTM	RS Budget	0615/0001					
3. Promoting the use of innovative professional development methods in state bodies and bodies of local self-government units (coaching, mentoring, study visits, etc.), and especially when it comes to managers	Q1 2022–Q4 2023	NAPA	MPALSG SCTM Council for the Professional Development of Employees in Local Self-Government Units	EU project grant			6,732.84	6,732.84		
4. Supporting units of local self-government in a) the process of analysing their professional training needs, b) developing, designing and conducting special training programmes and the consolidated annual plan for professional development of their employees	Q2 2021–Q4 2021	NAPA	MPALSG SCTM Council for the Professional Development of Employees in Local Self-Government Units CE	RS Budget	0615/0001					
5. Supporting state bodies and bodies of local self-governments in organising and conducting training programmes through online learning for the purpose of ensuring equal access to the right to professional development to a representative number of civil servants and employees in units of local self-government	Q2 2021–Q4 2025	NAPA	SCTM	RS Budget	0615/0001					

Measure 4.3: Improvement of the normative framework governing professional development in public administration

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Quality of new regulations in the area of professional development	Percentile on a scale 0–100%, higher indicator value is desirable	Ex-post analysis of regulations for which MPALSG is responsible and ex-post analysis of regulations for which NAPA is responsible	First evaluation will be conducted in 2021	2020	50%	60%	70%	80%	90%

Total estimated funds in 000 (thousands of) RSD 1

Source of funding mepe				Programme budget reference	2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme–Programme)	2021	2022	2023	2024

					Activity/Project (abbr. PR-PA/PJ)					
1. Assessing the impact of and revisiting the laws regulating the area of professional development in state bodies (<i>ex-post</i> impact assessment of those laws)	Q2 2021-Q1 2022	MPALSG	NAPA HRMS MEI	GIZ		960.00				
2. Assessing the impact of and revisiting the laws regulating the area of professional development in bodies of local self-government units (<i>ex-post</i> impact assessment of those laws)	Q2 2021-Q1 2022	MPALSG	NAPA SCTM CCY3JLC	EU/Council of Europe		900.00				
3. Assessing the impact of and revisiting by-laws adopted on the basis of statutes regulating the area of professional development in public administration (<i>ex-post</i> impact assessment of those by-laws)	Q2 2021-Q4 2021	NAPA	MPALSG CCY3JLC	EU/Council of Europe		960.00				
4. Conducting an <i>ex-ante</i> analysis of the laws regulating the area of professional development in state bodies, and holding consultations with the stakeholders and target groups, for the purpose of proposing optimal improvements/changes to those laws	Q1 2023-Q4 2023	MPALSG	/	GIZ				1,200.00		
5. Conducting an <i>ex-ante</i> analysis of the laws regulating the area of professional development in bodies of local self government units, and holding consultations with the stakeholders and target groups, for the purpose of proposing optimal improvements/changes to those laws	Q1 2023-Q4 2023	MPALSG	/	EU/Council of Europe				1,800.00		
6. Conducting the process of planning and formulating amendments to laws regulating the area of professional development in state bodies	Q1 2024-Q4 2024	MPALSG	Republic Secretariat for Legislation NAPA HRMS MEI MoF	RS Budget*	0607/0011			540.00		
7. Conducting the process of planning and formulating amendments to statutes regulating the area of professional development in bodies of local self-government units	Q1 2024-Q4 2024	MPALSG	Republic Secretariat for Legislation NAPA SCTM MoF Council for the Professional Development of Employees in Local Self-Government Units	EU/Council of Europe				2,220.00		

8. Conducting the process of planning, formulating and adopting by-laws for the implementation of laws regulating the area of professional development in public administration	Q1 2025–Q4 2025	MPALSG	NAPA Republic Secretariat for Legislation HRMS MEI MoF SCTM Council for the Professional Development of Employees in Local Self- Government Units	EU/Council of Europe						2,394.00
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Measure 4.4: Process of standardisation and the establishment of the quality system in the area of professional development in public administration, with full application of ICT

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Number of digitised and standardised business processes in the area of professional development	Numerical on a scale from 0 to 6, higher indicator value is desirable	Central Records of Professional Development Programmes in Public Administration LMS (learning management system) NAPA	1	2020	1	1	1	3	4

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Instituti on responsi ble for the impleme ntation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme– Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Preparing a study of professional development in public administration, to include an assessment of the needs to set minimum uniform criteria, measurements and standards for capacity-building and professional development of employees in public administration **	Q1 2022–Q4 2022	MPALSG	NAPA	GIZ		1,200.00				
2. Forming a smaller organisational unit within the main organisational unit in the MPALSG, which will guide the development and monitor the establishment of standardisation of professional development and the quality system in elements of professional development in public administration	Q1 2022–Q4 2024	MPALSG	MoF HRMS	RS Budget* (13,730.656) EU/Council of Europe (8,424.00)	0607/0011	3,432.664	10,032.66	5,256.66	3,432.66	

3. Forming an organisational unit within the NAPA which will support the professional development quality system management in public administration (a quality management centre)	Q1 2022–Q4 2025	NAPA	MPALSG MoF HRMS	RS Budget*	0615/0001		3,432.66	3,432.66	3,432.66	3,432.66
4. Preparing a study on the optimisation of business processes in the area of professional development – an analysis of business processes and a proposal for a re-organisation in support of the standardisation and the digitalisation of the process of professional development in public administration, as well as the improvement of the monitoring function and the use of ICT in this area	Q1 2023–Q4 2023	NAPA	MPALSG	EU/Council of Europe				900.00		
5. Developing an ICT system and a network infrastructure for the implementation of standardised business processes of professional development in public administration	Q1 2023–Q4 2023	NAPA	MPALSG ITE	UNDP/SIDA				7,575.71		
6. Developing an online, remote e-learning platform, to include multimedia and interactive methods of online learning (working in groups in live sessions, forums, joint exercises in blackboard systems/virtual classrooms, working on joint projects, face-to-face study environment, and 'mandatory hang-outs' after training), and creating conditions for this form of professional development to be used in all areas of professional development in public administration (a uniform platform which all institutions can use)	Q1 2022–Q4 2022	NAPA	MPALSG ITE E	UNDP/SIDA			16,666.55			

Measure 4.5: Establishment of a system for planning and managing the process of lifelong professional development in public administration (lifelong professional development master plan)

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Degree of development of the planning and management system for the lifelong professional development	Numerical on a scale from 0 to 1, higher indicator value desirable	MPALSG Work Reports	0	2019	0	0	0	0	1

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe			Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference	2021	2022	2023	2024

		impleme ntation			(Programme- Programme Activity/Proj ect (abbr. PR-PA/PJ))					
1. Conducting a comparative study of lifelong professional development of public administration employees in representative legal system + proposing recommendations for the Republic of Serbia	Q1 2024-Q4 2024	MPALSG	NAPA	EU/Council of Europe					840.00	
2. Developing a template master plan for lifelong professional development in public administration, to include a section/column for a) any resulting impact on the HR-planning system in public administration, the appraisal system, the promotion, rewards and compensation system, and b) an assessment of that impact	Q1 2025-Q4 2025	MPALSG	NAPA HRMS SCTM	EU/Council of Europe						1,800.00
<i>Measure 4.6: Establishment of instruments for cooperation between institutions responsible for professional development of employees in state and other bodies</i>										
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025	
Degree of development of a framework of cooperation between institutions responsible for employee professional development	Numerical on a scale from 0 to 1, higher indicator value desirable	MPALSG and NAPA Work Reports	0	2019	0	0	0	1	1	
Total estimated funds in 000 (thousands of) RSD										
Source of funding mepe				Веза са програмским буџетом	2021	2022	2023	2024	2025	
Name of activity:	Implement ation period	Institutio n responsi ble for the impleme ntation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme- Programme Activity/Proj ect (abbr. PR-PA/PJ))	2021	2022	2023	2024	2025
1. Establishing a framework for promoting collaboration between organisations responsible for preparing professional development programmes and implementing professional training programmes in state and other bodies (a school network)	Q1 2022-Q4 2023	MPALSG	NAPA Judicial Academy Diplomatic Academy SABs (with developed systems of special professional development)	EU/Council of Europe RS Budget	0607/0011		2,820.00			

2. Promoting and encouraging an inter-sectoral professional development in cross-cutting areas	Q1 2023–Q4 2025	NAPA	Judicial Academy Diplomatic Academy MPALSG SABs (with developed systems of special professional development)	Donor support*				568.00	568.00	568.00
3. Developing and establishing cooperation between specialised professional bodies (a programme council, standing programme committees, and such) of institutions responsible for preparing professional development programmes and implementing professional training programmes in state and other bodies	Q1 2023–Q4 2025	NAPA	Judicial Academy Diplomatic Academy MPALSG SABs (with developed systems of special professional development)	RS Budget	0615/0001					
Measure 4.7: Introduction of uniform criteria, benchmarks and standards in the field of professional exams in the state administration system										
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025	
Degree of established uniform standards in the area of professional exams in the state administration system	Numerical on a scale from 0 to 12, higher indicator value is desirable	MPALSG Work Report ITE Work Report	0	2019	3	6	9	12	12	
Total estimated funds in 000 (thousands of) RSD										
Source of funding mepe			Programme budget reference		2021	2022	2023	2024	2025	
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme–Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Prepare an analysis with proposed measures for establishing a uniform preparation of questions found in all professional exams in the state administration system, to include an impact assessment	Q1 2022–Q4 2022	MPALSG	/	GIZ		960.00				
2. Conducting an analysis of the need for correlating professional exams with professional development, i.e. the obligation to take professional exam preparatory lessons, to include an impact assessment	Q1 2022–Q4 2022	MPALSG	NAPA	GIZ		960.00				

3. Conduct an <i>ex-ante</i> analysis of the law regulating the area of professional exams in the state administration system on a uniform basis, and consultations with the stakeholders and target groups, for the purpose of proposing optimal improvements/changes to those laws	Q1 2023–Q4 2023	MPALSG	/	GIZ				960.00		
4. Conduct the process of planning and drafting a statute which would regulate the area of professional exams in the state administration system on a uniform basis	Q1 2023–Q4 2023	MPALSG	Republic Secretariat for Legislation NAPA HRMS MoF	RS Budget*	0607/0011			1,200.00		
5. Preparing a study on the optimisation of businesses processes in the area of professional exams (an analysis of businesses processes and a proposal for a re-organisation in support of the standardisation of professional exams, as well as improving the monitoring function and the use of ICT in this area)	Q1 2024–Q4 2024	MPALSG	SABs ITE	RS Budget*	0607/0011				900.00	
6. Developing an ICT system and a network infrastructure for the implementation of standardised businesses processes in the area of professional exams in the state administration system	Q1 2025–Q4 2025	ITE	SABs MPALSG	RS Budget*	0614/0002					240,000.00

Measure 4.8: Development of cooperation with higher education institutions to support schooling and/or additional education of staff for/in public administration

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Percentage of state administration bodies and LSGUs participating in the student internship programme	Percentile on a scale 0–100%, higher indicator value is desirable	Report on implemented student internships in SABs and LSGUs	To be determined	2020	10%	20%	30%	40%	50%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Instituti on responsi ble for the impleme ntation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme– Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025

1. Establishing an instrument to support the implementation of the public administration training and education system, equally focused on theory and practice	Q1 2024–Q4 2024	MPALSG	NAPA HRMS Higher education institutions MESTD	RS Budget*	0607/0011				3,120.00	
2. Creating conditions for a continual obligation to run student internships in SABs and LSGUs	Q1 2024–Q4 2024	MPALSG	NAPA HRMS SABs LSGUs	RS Budget*	0607/0011					2,220.00
3. Organising an annual gathering <i>Student Internships in Public Administration</i> to promote professional training and development in public administration	Q2 2021–Q4 2025	MPALSG	NAPA Higher education institutions	EU PAR VISIBILITY AND COMMUNICATION 2021–2022 (6,480 RSD) Donor support (2023–2025)*(9,720.00 RSD)			3,240.00	3,240.00	3,240.00	3,240.00
4. Developing and conducting a training programme entitled <i>Introductory Class: Public Administration</i> for students in master's programmes	Q1 2024–Q4 2024	NAPA	Higher education institutions MPALSG HRMS	RS Budget	0615/0001					
5. Promoting NAPA's analytical-research and other activities in cooperation with higher education institutions and scientific research organisations	Q1 2023–Q4 2023	NAPA	Higher education institutions Scientific research organisations	RS Budget – running costs UNDP/SIDA	0615/0001					

SPECIFIC OBJECTIVE 5: PUBLIC ADMINISTRATION PROVIDES SERVICES IN AN EFFICIENT AND INNOVATIVE MANNER MATCHING THE NEEDS OF END USERS AND ENHANCES THEIR USER EXPERIENCE

Indicator(s) at the level of specific objective (outcome indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
SIGMA's average score for service delivery for all four pillars (SIGMA Monitoring Report)	Grade 0–5	SIGMA Monitoring Report, OECD	3	2019	4		4		5
The gdp share of the administrative burden of citizens and businesses	%	PPS	3.11%	2018	3.00%	2.90%	2.85%	2.80%	2.75%

Measure 5.1: Promoted development of new and optimisation of existing services tailored for end users

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Number of streamlined administrative procedures of citizens and businesses	Numerical	Јединствени јавни регистар административних поступака, PPS	125	2020	250	350	450	500	550

Number of streamlined administrative procedures of citizens and businesses	Numerical	Internet portal of MPALSG	14	2020	19	24	29	34	39	
Total estimated funds in 000 (thousands of) RSD										
Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Instituti on responsi ble for the imple mentation	Implementin g partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme -Programme Activity/Proj ect (abbr. PR-PA/PJ))	2021	2022	2023	2024	2025
1. Designing a methodology for the development of new and the optimisation of existing services based on a systematic involvement of end users in all the phases of the development through the use of advanced and innovative tools	Q2 2021 - Q3 2022	PPS	MPALSG, ITE	RS Budget						
2. Preparing the Programme for the Simplification of Administrative Procedures and Regulations for the next period (the e-Paper Programme from 2021 onwards)	Q2 2021 – Q2 2022	PPS	MPALSG, the Statistical Office of the Republic of Serbia	RS Budget	0610/0005					
3. Popularising the use of digital services, and increasing the availability of electronic certified signature issued by the certification body of the MoI	Q2 2021 – Q4 2025	MoI	PPS, MPALSG, ITE	RS Budget	1408/0001					
4. Drafting the Guidelines for the choice of Priority Administrative Services to be digitalised (creating priority contactless services)	Q2 2021–Q4 2021	PPS	ITE	GIZ		1,821.00				
5. Drafting of the Plan of priority administrative services during situations of crisis	Q1 2022–Q4 2022	MPALSG	ITE, SABs	RS Budget*	06013/0005		1,746.00			
6. Revision of the Program for e-Government development and AP	Q1 2022–Q4 2022	MPALSG	ITE, PPS	EU IPA PAR complementary support			20,086.95			

7. Setting standards for the establishment of one-stop shops when drafting the relevant regulation of the Government of the Republic of Serbia	Q1 2022–Q4 2022	MPALSG	PPS	RS Budget*	06013/0005		2,646.00			
8. Establishing a legal framework for a systematic user involvement in all the phases of the development/design of (new and existing) services (Guidelines on the Concept of Managerial Accountability and Information)	Q4 2022–Q4 2023	MPALSG	SABs, PPS	RS Budget*	06013/0005		2,400.00	2,400.00		
9. Inventory/list of administrative requests and other business terms and conditions	Q3 2021 - Q1 2025	PPS	ITE	IPA 2019		12,000.00	20,400.00	7,200.00	2,400.00	
10. Designing 20 business services for the public administration, applying the business episode model, which will be digitalised and made available to end users through the e-Government Portal	Q3 2021 - Q4 2025	PPS	SABs	IPA 2019		22,400.00	90,400.00	76,800.00	25,200.00	
11. Upgrading the electronic services infrastructure (missing registers, modules, etc.)	Q4 2021 - Q1 2025	PPS	ITE	IPA 2019		9,000.00	10,800.00	3,600.00	3,000.00	
12. Detailed inventory of all the steps and elements of administrative procedures involving citizens conducted through the Unified Public Registry of Administrative Procedures by state administration bodies	Q3 2021 - Q4 2022	PPS	SABs	RS Budget	0610/0005					
13. Launching initiatives, campaigns for innovation and giving ICT training for citizens at the SKIP Centre, particularly for those categories of the population who due to an insufficient knowledge of ICT, are at a risk of being 'digitally excluded' from the e-service	Q2 2022–Q4 2025	MPALSG	ITE and all SABs	RS Budget*	0613-0005		8,275.00	8,275.00	8,275.00	8,275.00
14. Conducting an analysis of all administrative procedures involving citizens, and preparing recommendations for their simplification in accordance with the relevant methodology set at the central level	Q4 2022 - Q4 2025	PPS	SABs	EU IPA 2019			6,000.00	12,000.00	3,000.00	3,000.00

Measure 5.2: Raising human and technical-technological capacities of public administration for service delivery to end users

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
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Percentage of civil servants and local self-government employees in service delivery jobs who successfully completed a training in the area of service delivery quality (improvement)	%	NAPA Information Booklet, https://www.napa.gov.rs/tekst/75/informator-oradu.php	Will be determined	2020	10%	25%	40%	55%	70%				
EU Benchmark for e-Government – key prerequisites put in place	Index, 0–100	EU Commission, https://ec.europa.eu/digital-single-market/en/news/egovernment-benchmark-2019-trust-government-increasingly-important-people	35	2020	35	45	60	75	90				
Total estimated funds in 000 (thousands of) RSD													
Source of funding mepe				Programme budget reference	2021	2022	2023	2024	2025				
Name of activity:		Implement	ation	Total estimated funds in 000 (thousands of) RSD									
	period	Institution	responsible	Implementing	Source of funding	Programme	budget	reference	2021	2022	2023	2024	2025
		for the	implemen	partners		(Programme	–Programme	Activity/Proj					
		tation	ntation			ect (abbr.	PR–PA/PJ))						
1. Designing an employees development and training plan based on the results of the [needs] analysis and the strategic directions of the Government of the Republic of Serbia	Q2 2023–Q3 2023	NAPA	MPALSG, PPS, ITE	RS Budget	0615/0001								
2. Training public administration employees in the national e-service delivery portal	Q1 2022–Q4 2022	NAPA	ITE	RS Budget	0615/0001								
3. Developing a methodology for determining job posts and the number of members of non-managerial staff performing tasks related to delivery of public services	Q1 2023–Q4 2023	HRMS	MPALSG, NAPA, PPS	RS Budget*	0606/0002			1,800.00					
4. Conducting an analysis of the availability and the structure of human capacity for service delivery in public administration and local self-government	Q1 2024–Q4 2024	HRMS	NAPA, PPS, MPALSG	RS Budget*	0606/0002				1,350.00				
5. Designing and implementing Honeycomb core training Designing services for senior civil servants	Q3 2021–Q4 2023	NAPA	PPS	EU IPA 2019				1,734.00	2,000.00				

6. Implementing an online training Design thinking for services and policies	Q3 2021–Q4 2023	NAPA	PPS	RS Budget	0615/0001					
7. Designing and implementing training Essentials – Achieving results through service delivery for senior civil servants	Q3 2021 – Q4 2023	NAPA		ЕУ ИПА 2019		266.00	266.00	266.00		
8. Designing and implementing training programmes for civil servants in direct contact with service end users (with a focus on service delivery to persons with disabilities, special needs persons, vulnerable groups, members of marginalised communities)	Q3 2022–Q4 2023	NAPA	MPALSG	RS Budget	0615/0001					
9. Holding training in the optimisation of administrative procedures/services for civil servants	Q2 2021–Q4 2023	NAPA	PPS	RS Budget	0615/0001					
10. Conducting training in the application of service delivery standards	Q1 2023–Q4 2023	NAPA	PPS	RS Budget	0615/0001					
11. Improving the Administrative Inspectorate's technical-technological capabilities	Q4 2024–Q4 2025	MPALSG –Administrative Inspectorate		RS Budget*	0607/0001				3,682.00	3,682.00
12. Setting-up one-stop shops on the territories of units of local self-government	Q2 2021–Q4 2025	MPALSG	MoF, Mol, MCTI, ITE, PPS	RS Budget Allocated: 120,000 RSD RS Budget*: 80,000 RSD	0607/0006	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
13. Developing and implementing training programme Public Administration Quality Management – the Balanced Score Cards (BSC), the Common Assessment Framework (CAF); collaborative review in the public sector, etc.	Q1 2024–Q4 2025	NAPA		RS Budget	0615/0001					
14. Strengthening the Administrative Inspectorate's capacities to monitor the application of service delivery standards as part of the internal quality control process, and supporting the ministry responsible for the service delivery policy in the efficient management of service quality	Q1 2024–Q4 2025	MPALSG –Administrative Inspectorate		RS Budget*	0607/0001				5,014.16	5,014.16

Measure 5.3: Improved system of service quality control and quality assurance

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Number of SABs which have already implemented the CAF or any other quality management tool in the course of one calendar year, on the basis of the corresponding legal framework	Numerical	Интерно прикупљање података од стране MPALSG	0	2020	2	4	6	8	10

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Creating a legal framework which prescribes the establishment of a comprehensive and updated electronic records of administrative procedures/a service in a form of a public registry	Q2 2021	PPS	MPALSG, ITE	RS Budget	0610/0005					
2. Translation of the CAF 2020 into the Serbian language	Q2 2021–Q4 2021	MPALSG	General Assembly, Republic Secretariat for Legislation	EU IPA PAR complementary support		120.41				
3. Designing a methodology for measuring the administrative burden of citizens and businesses when it comes to public administration services and costs of public service delivery	Q2 2021 - Q4 2025	PPS	MPALSG, MoF	Donor support*				2,646.00	2000.00	
4. Designing promotional material about the CAF in the Serbian language (videos, brochures...)	Q2 2021–Q4 2025	MPALSG	PPS	Costs for this activity for 2021-2023 are calculated within the activity 3.1.3.6 Donor support **2024-2025 (512.60 RSD)					256.30	256.30

5. Preparing an analysis of the existing system of service quality monitoring, control and management , to include a comparative analysis of the best practices internationally	Q2 2021–Q4 2022	MPALSG	PPS, ITE	Donor support*			1,200.00			
6. Implementing the CAF in 10 SABs and/or other public administration institutions	Q2 2021–Q4 2023	MPALSG	NAPA, SABs	EU IPA PAR complementary support (extention)		11,374.50	11,314.50	5,950.50		
7. Designing a methodology for measuring the results/performance of public service providers	Q1 2022–Q4 2022	MPALSG	PPS, ITE	RS Budget*	0613/0005		9,480.00			
8. Assessing the needs for improving the physical accessibility of services to members of vulnerable or marginalised groups or minority communities by increasing the physical accessibility and territorial availability of services	Q1 2022–Q4 2022	MPALSG	ITE	RS Budget*	0613/0005		1,760.00			
9. Designing a methodology for measuring the satisfaction of end users with the public service delivery (both the electronic service delivery and the traditional way of service delivery)	Q1 2022–Q4 2022	MPALSG	ITE, PPS	RS Budget*	0613/0005		6,960.00			
10. Increasing the number of staff (in non-managerial positions) in the MPALSG's Department for Strategic Planning who are to work on the CAF implementation	Q3 2021–Q4 2025	MPALSG	SABs	RS Budget*	0613/0005		7,521.00	7,521.00	7,521.00	7,521.00
11. Measuring/conducting research on end users' satisfaction with the service delivery, to include indicators calculation formula	Q1 2023–Q4 2023	MPALSG	PPS, ITE	RS Budget*	0613/0005			2,400.00		
12. Drafting recommendations and creating the legal framework for the establishment of an independent body or agency for external monitoring, control and management of service quality	Q1 2023–Q4 2023	MPALSG	PPS	RS Budget*	0613/0005			6,300.00		
13. Establishing an independent body or agency for external monitoring, control and management of service quality	Q1 2025–Q4 2025	Government of the Republic of Serbia	MPALSG , PPS	RS Budget*						95,647.45

SPECIFIC OBJECTIVE 6: INCREASED LEVEL OF ACCOUNTABILITY AND TRANSPARENCY AT ALL LEVELS OF THE GOVERNMENT

Indicator(s) at the level of specific objective (outcome indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
EC's annual assessment of progress in the area of accountability		EC Progress Report for Serbia https://www.mei.gov.rs/sr/p/dokumenta/eu-dokumenta/godisnji-izvestaji-ek	Ne	2020	не	да	да	да	да
SIGMA indicator: accessibility of public information		SIGMA Monitoring Report – http://www.sigmaweb.org/publications/Monitoring-Report-2017-Serbia.pdf	21/30	2017	22/30		24/30		30/30

Measure 6.1: Establishment of systemic solutions for managerial accountability and decentralisation of authorities in public administration bodies

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Percentage of state administration bodies (ministires, bodies within the ministires and special organisations) with officials authorised to conduct administrative proceedings and decide in administrative matters	Percentage	MPALSG Report on the number of public administration bodies at the central level with officials authorised to conduct administrative proceedings and decide in administrative matters	23%		25%	25%	25%	35%	45%
Percentage of state administration bodies, independent bodies and LSG bodies with officials that participated at training for managerial accountability	Percentage	NAPA Report	0	2020	0%	0%	0%	0%	5%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025

1. Drafting a comprehensive situation analysis and guidelines for defining systemic solutions in the legal and the institutional framework of the Republic of Serbia pertaining to managerial accountability (delegating or passing on accountability, clear lines of accountability between institutions, and assessing performance at the institutional level) in public administration bodies	Q2 2021- Q3 2022	The General Secretariat (Project Working Group)	MoF, Ministry of Justice, MPALSG, PPS and other line ministries (the Guidelines will apply when determining which institutions will be implementing activities)	EU Complementary Support Project (extension)			1,843.50			
2. Harmonising the legal framework of the Republic of Serbia in accordance with the guidelines in order to define systemic solutions for managerial accountability in public administration bodies	Q4 2022- Q2 2023	State administrat ion bodies identified in the Guidelines		EU Complementary Support Project (extension)			494.00	988.00		
3. Establishing a Register of Holders of Public Authority	Q1 2023- Q4 2023	MPALSG	MoF-Treasury Administration The Statistical Office of the Republic of Serbia ITE	RS Budget*	0607/0006			9,360.00		
4. Designing a manual for applying the managerial accountability principle – a practical guide for managers, focused around the fundamental areas of public administration management (resource management, planning, performance assessments and reporting).	Q1 2023- Q3 2023	MoF-CHU	NAPA GS PC3 MPALSG	Donor support* (IPA 3)				3,415.00		
5. Designing a module on the concept of managerial accountability for the training programme for managers	Q1 2023- Q3 2023	MoF-CHU	NAPA	Donor support* (IPA 3)				600.00		
6. Running the module Managerial accountability in Practice as part of the training programme for managers	Q1 2024- Q4 2025	NAPA	MoF-CHU	Donor support* (IPA 3)						1,494.00
7. Organising professional gatherings in order to share experiences applying the managerial accountability principle as well as monitoring results and identifying the next steps in advancing this areas in the public sector of the Republic of Serbia	3. квартал 2025. 4. квартал 2025.	MoF-CHU	MPALSG	Donor support* (IPA 3)						232.825

Measure 6.2: Improvement of the vertical and horizontal system of supervision and monitoring of work in public administration (established mechanism for performance management of public administration bodies)

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Percentage of priority objectives from the Action Plan for the Implementation of Government Programmes related to the state administration bodies, which were taken into account when preparing medium-term plans of state administration bodies	Percentage	Medium-term plans of public administration bodies at the central level and the Action Plan for the Implementation of Government Programmes	0%	2019	25%	30%	35%	40%	45%
Percentage of state administration bodies and independent state bodies and administration LSG bodies with managers having attended training in the application of a single methodology for performance management	Percentage	NAPA Report	0%	2020	0%	0%	0%	3%	5%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Running a pilot project (focused on performance management improvement) in selected public administration bodies in order to test and to find a suitable mechanism for the collection and the processing of relevant performance measurement and reporting data, i.e. in order to determine the needed capacity and the description of the corresponding job duties and responsibilities	Q3 2022–Q2 2023	MoF–CHU	PPS MPALSG	EU Complementary Support Project (extension)		9,053.86	9,053.86			
2. Based on the pilot project's lessons learnt (see earlier activity 4.1.2.1), draft Guidelines with a uniform methodology for monitoring and internal and external reporting on the competent public administration bodies' performance	Q3 2023–Q4 2023	MoF–CHU	PPS MPALSG	Donor support* (IPA 3)			1,323.00			

3. Creating a module about the concept of managerial accountability for the training programme for managers and employees – module topic: supervision, monitoring, and internal and external reporting on the competent public administration bodies' performance	Q3 2023– Q4 2023	MoF–CHU	NAPA PPS MPALSG	Donor support* (IPA 3)				1,740.00		
4. As part of the training programme for managers and employees, run the module about the concept of managerial accountability (i.e. supervision, monitoring, and internal and external reporting on the competent public administration bodies' performance)	Q1 2024– Q4 2025	NAPA	MoF–CHU PPS MPALSG	RS Budget – running costs	0615/0001					
5. Prescribing mandatory elements of a) annual operational work plans of constituent bodies, bodies associated with parent institutions or primary organisational units of bodies, which must contain specific and measurable objectives monitored by clear performance indicators and target values, as well as b) mandatory elements of annual performance reports which all bodies/organisational units submit to their parent institutions/head of the public administration body.	Q1 2023 - Q4 2023	State administrat ion bodies identified in the Guidelines	MoF–CHU	EU Complementary Support Project (extension)				1,032.00		
6. Prescribing an obligation of institutions a) to analyse performance reports of constituent bodies, bodies associated with parent institutions, b) to issue recommendations/instructions for performance improvement to those bodies, and c) to monitor regularly whether those bodies are following the recommendations/instructions.	Q1 2023 - Q4 2023	State administrat ion bodies identified in the Guidelines	MoF – the state administration body identified in the Guidelines	EU Complementary Support Project (extension)				300.00		
7. Consolidating the legal framework pertaining to financial management and control, in line with the previous activity (4.1.2.6.)	Q1 2023 - Q4 2023	MoF–CHU		EU Complementary Support Project (extension)				300.00		

8. Prescribing an obligation of all state administration bodies to submit consolidated performance reports (containing information about the results of fulfilled objectives and measures defined in medium-term plans) to the Government for opinion and adoption.	Q1 2023 - Q4 2023	State administration bodies identified in the Guidelines	MoF – the state administration body identified in the Guidelines	EU Complementary Support Project (extension)				300.00		
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Measure 6.3: Strengthening integrity and ethical standards in public administration

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Percentage of state government bodies and independent state bodies which organise and implement training in ethics and integrity for their managers and employees	Percentile	3-year reports of the Anti-Corruption Agency	0%	2020	25%	25%	25%	50%	50%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe	Programme budget reference	2021	2022	2023	2024	2025
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Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR-PA/PJ))	2021	2022	2023	2024

1. Based on guidelines and recommendations for introducing Ethics and Integrity Officers into the public administration of the Republic of Serbia, draft a document which will include a) findings on the degree to which an ethical infrastructure has been established in public administration bodies, b) recommendations for systematising and integrating various tasks pertaining to corruption prevention and integrity building in public administration bodies, c) requirements and criteria for appointing Ethics and Integrity Officers as well as rules of their	Q4 2022– Q1 2023	MPALSG	Anti-Corruption Agency	Donor support*			1,800.00		
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conduct, and d) a proposal of the criteria and the manner/procedure which would apply when selecting which public administration body would participate in the pilot project referred to in activity 4.1.2.1.										
2. Running a pilot project of appointing Ethics and Integrity Officers in a selected number of public administration bodies, which will include the development and the implementation of a training programme specially designed for these Officers – all based on the following: a) recommendations for systematising and integrating various tasks pertaining to corruption prevention and integrity building in public administration bodies, and b) requirements and criteria for the appointment of Ethics and Integrity Officers as well as their rules of conduct, referred to in activity 4.1.3.1.	Q1 2024– Q4 2024	MPALSG	Anti-Corruption Agency	Donor support*					1,965.49	
3. Conducting an analysis of the content of the Civil Servants Code of Conduct and the procedures on data collecting and report, for the purpose of raising ethical standards and improving the mechanisms for monitoring the application of the rules on civil servants ethical behaviour	Q1 2022– Q4 2022	SCSC	MPALSG Anti-Corruption Agency	Budget RS running costs Donor support*	0606/0002		4,954.50			
Measure 6.4: Promoting proactive disclosure of data held by public administration bodies										
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025	
Number of public administration bodies and other holders of public authorities which/who publish open data on the Open Data Portal	Numerical	Statistics on the Open Data Portal – www.data.gov.rs	45	2019	60	100	120	140	160	

Percentage of state administration bodies and LSG bodies whose employees attended training in open data standards and the Open Data Portal	Percentile	NAPA Reports	0%	2020	5%	10%	15%	20%	25%	
Total estimated funds in 000 (thousands of) RSD										
Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implementati on period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Drafting manuals/guidelines for managers in public administration bodies about the positive impact of increased transparency in the work of public administration bodies and of making e-Information Booklets about public administration bodies available (i.e. positive impact of raising public's awareness in this way)	Q1 2023–Q4 2023	Commissioner for Information of Public Importance and Personal Data Protection	MPALSG	RS Budget*			1,200.00			
2. Designing and updating a training module about open data standards, their re-use and on how to operate the Open Data Portal, which is to be a part of the broader training programme for employees in state administration bodies and units of local self-government	Q2 2021–Q4 2025	ITE	NAPA MoF	RS Budget	0614/0002					
3. Running the training module about open data standards, their re-use and on how to operate the Open Data Portal, which is to be a part of the broader training programme for employees in state bodies and units of	Q2 2021–Q4 2025	NAPA	ITE	Donor support*		840.00				

local self-government										
4. Developing and adopting an Action Plan for the Implementation of the Open Government Partnership Initiative in the Republic of Serbia, for the period 2022–2024	Q1 2022–Q4 2022	MPALSG	SABs	RS Budget	0613/0005					
5. Developing and adopting an Action Plan for the Implementation of the Open Government Partnership Initiative in the Republic of Serbia, for the period 2024–2026	Q1 2024–Q4 2024	MPALSG	SABs	RS Budget	0613/0005					

Measure 6.5: Improving reactive transparency, acting according to regulations within the purview of independent state bodies, i.e. according to the recommendations of independent state bodies

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Percentage of execution of proposed, i.e. instructed measures of inspectoral supervision over the application of the statute on free access to public information	Percentile	For the year 2021 – Work Report of the Administrative Inspectorate. For the years 2022, 2023, 2024 and 2025 – the annual report of the institution in charge of conducting inspectional supervision over the implementation of the Law on Free Access to Information of Public Importance.	75%	2019	80%	83%	85%	88%	90%
Percentage of execution acts of the Commissioner for information of Public Importance and Personal Data Protection and the Ombudsman (Protector of Citizens)	Percentile	Annual Work Reports of the Commissioner for Information of Public Importance and Personal Data Protection, and the Ombudsman (Protector of Citizens)	Commissioner: 65% Ombudsman: 81.43%	2019	Commissioner: 65% Ombudsman: 81.97%	Commissioner: 68% Ombudsman: 85%	Commissioner: 72% Ombudsman: 87%	Commissioner: 76% Ombudsman: 89%	Commissioner: 80% Ombudsman: 91.2%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference	2021	2022	2023	2024	2025
Name of activity:	Implementati on period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme –Programme	2021	2022	2023	2024

					Activity/Project (abbr. PR-PA/PJ))					
1. Amendments to the Law on Free Access to Information of Public Importance in order to increase accountability and transparency in the work of public authorities	Q3 2021–Q4 2021	MPALSG	Commissioner for Information of Public Importance and Personal Data Protection	RS Budget	0613/0005					
2. Preparing new Instructions for Drafting and Publishing an Information Booklet	Q3 2021–Q4 2022	Commissioner for Information of Public Importance and Personal Data Protection		RS Budget*	1001/0011		600.00			
3. Raising the capacities of the Commissioner's Office through recruitment of additional staff to perform tasks pertaining to the Commissioner's competence in supervising the application of the Law on Free Access to Information of Public Importance, as well as securing funds for training of other bodies executing inspectional supervisions over the application of the Law	Q2 2022–Q3 2025	Commissioner for Information of Public Importance and Personal Data Protection	MoF	RS Budget*	1001/0011		30,035.65	25,070.81	25,070.81	25,070.81
4. Strengthening staff capacities, increasing the number of staff and educating the staff in charge of the inspectional supervision over the application of the Law on Free Access to Information of Public Importance	Q2 2023–Q3 2025	Institution competent to exercise inspectional supervision	Commissioner for Information of Public Importance and Personal Data Protection/MPALSG National Assembly NAPA	RS Budget*				8,514.21	7,521.24	7,521.24
5. Improving technical and spatial capacities necessary to exercise the competence in inspectional supervision over the application of the Law on Free Access to Information of Public	Q1 2023–Q4 2025	Institution competent to exercise inspectional supervision	Commissioner for Information of Public Importance and Personal Data Protection/MPALSG Administration for Joint Services for the Republic Bodies	Determining the costs of implementing this activity will be possible once the statute has been adopted						

Importance										
6. Amendments to the Law on the Protector of Citizens in order to increase accountability and transparency in the work of public administration bodies	Q2 2021–Q4 2021	MPALSG	Ombudsman (Protector of Citizens)	RS Budget	0613/0005					

Name/title:	Operational support for the Public Administration Reform Strategy implementation management, coordination and communication
Institution in charge of implementation monitoring and control:	Ministry of Public Administration and Local Self-Government
Public policy document corresponding to this Action Plan:	Public Administration Reform Strategy

COORDINATION AND MANAGEMENT

Measure 1: Ensure efficient coordination and monitoring of PAR Action Plan measures and activities

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Number of public policy documents pertaining to PAR, the monitoring results of which are available through the OMT	Numerical	https://monitoring.mdu.gov.rs	1	2020	3	5	5	5	5

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference	2021	2022	2023	2024	2025
Name of activity:	Implementation period	Institution responsible for the implementation	Implementing partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024
1. Increasing the number of non-managerial staff in the MPALSG's Department for Strategic Planning, who will be work on PAR coordination and monitoring	Q2 2021–Q4 2025	MPALSG		RS Budget*	0613/0005	5,014.16	8,774.79	8,774.79	8,774.79

2. Training in evaluation and monitoring for the non-managerial staff in the MPALSG's Department for Strategic Planning, who will be work on PAR coordination and monitoring	Q2 2021– Q4 2023	MPALSG		EU Complementary Support Project (extension)		2,123.21	4,598.81	2,123.21		
3. Holding a minimum of 2 management-level-coordination meetings per year	Q2 2021– Q4 2025	MPALSG		EU Complementary Support Project (extension) (2021-2023) Donor support 2024-2025 (1,454.79 RSD)*		826.62	826.62	826.62	826.62	628.17
4. Holding a minimum of 2 political-level-coordination meetings per year	Q2 2021– Q4 2025	MPALSG		RS Budget	0613/0005					
5. Expanding the online monitoring tool (OMT) to other public policy documents pertaining to PAR, and improving the web portals of SABs	Q2 2021– Q4 2025	MPALSG		EU Complementary Support Project (extension) (2021-2023) Donor support 2024-2025 (1,104 RSD)*		25,992.00	552.00	552.00	552.00	552.00
6. Conducting a mid-term assessment of the PAR Strategy 2021–2030 in order to prepare the new Action Plan for its implementation for the period after 2025	Q3 2023– Q4 2023	MPALSG		EU Complementary Support Project (extension)				11,832.00		
7. Developing a new mid-term PAR expenditure framework	Q2 2021– Q4 2021	MPALSG		EU Complementary Support Project (extension)		7,800.00				
8. Annual review of the mid-term PAR expenditure framework in light of the PAR Strategy Action Plan implementation as well as other public policy documents pertaining to PAR	Q1 2022– Q4 2025	MPALSG		EU Complementary Support Project (extension) (2021-2023) Donor support* 2024-2025 (3,120 RSD)			1,560.00	1,560.00	1,560.00	1,560.00

Measure 2: Ensure efficient coordination of donor support to PAR

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
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Number of active and trained non-managerial staff working in the sector for European integration and international cooperation in MPASLG	Numerical	Annual report on the Implementation of the PAR Strategy Action Plan 2020–2025	6	2020	6	7	9	9	9
Total estimated funds in 000 (thousands of) RSD									
Source of funding mepe			Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Instituti on responsible for the impleme ntation	Implementin g partners	Total estimated funds in 000 (thousands of) RSD					
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024
1. GAP analysis and a road map with recommendations for a) achieving PAR SBP target values in light of the future application of the Sectoral Reform Contract, b) its management and monitoring, including the operability of the Policy Dialogue and other coordination platforms	Q2 2021–Q4 2022	MPALSG		EU Complementary Support Project (extension)		9,000.00	9,000.00		
2. Developing a risk management system for PAR SBP, with the use of the OMT and the management structures for the PAR and the Sectoral Reform Contract	Q2 2021–Q4 2022	MPALSG		EU Complementary Support Project (extension)		9,000.00	9,000.00		
3. Increase the resources of the Sector for European Integration and International Cooperation, including contact points for monitoring the implementation of the SBP instruments as well as complementary assistance projects	Q1 2022–Q4 2025	MPALSG		RS Budget *			3,760.62	3,760.62	3,760.62
4. Building donor-coordination and project-management capacities of the Sector for European Integration and International Cooperation through training, mentoring and study visits	Q2 2021–Q4 2022	MPALSG		EU Complementary Support Project (extension)		3,726.00			
COMMUNICATION AND VISIBILITY									
<i>Measure 3: Establishing a functional coordination mechanism for planning, implementation and monitoring of PAR communication at the national level</i>									
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025

Annual operational plan for PAR communication by the Coordination body in place	Numerical on a scale from 0 to 1	Minutes of the PAR Council sessions	0	2020	1	1	1	1	1	
Level of fulfilment of annual operational plans for PAR communication	Percentile on a scale 0–100%, higher indicator value is desirable	Annual report on the implementation of annual operational plans for PAR communication process and results	0	2020	80%	80%	80%	80%	80%	
Total estimated funds in 000 (thousands of) RSD										
Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Instituti on responsible for the impleme ntation	Implementin g partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Four-day annual workshop for members of the Coordination Mechanism for PAR communication with a view to developing annual operational plans in accordance with the AP for implementation of the PARS (25 participants)	Q2 2021–Q4 2022	MPALSG	SABs (with developed systems of special professional development) NAPA; ITE	EU/IPA (PAR Visibility and Communication Project)		1,200.00	1,200.00			
2. Development of annual operational plans for PAR communication in accordance with the AP for implementation of PARS and findings from the annual survey of information of key actors and the public	Q2 2021–Q1 2022	MPALSG	SABs (with representatives in PAR Council); NAPA; ITE SCTM	EU/IPA (PAR Visibility and Communication Project)		582.00	582.00			
3. Preparation of quarterly monitoring reports on the implementation of annual operational plans in order to improve current and planned activities	Q2 2021–Q4 2022	MPALSG	SABs (with representatives in PAR Council); NAPA; ITE SCTM	EU/IPA (PAR Visibility and Communication Project)		240.00	240.00			
4. Preparation of an annual report on the implementation of operational plans for communication of PAR processes and results	Q2 2021–Q4 2022	MPALSG	SABs (with representatives in PAR Council); NAPA; ITE SCTM	EU/IPA (PAR Visibility and Communication Project)		150.00	150.00			

5. Conducting an annual public opinion poll on informing the public about the PAR process and results	Q4 2021– Q4 2022	MPALSG		EU/IPA (PAR Visibility and Communication Project)		1,590.00	1,590.00			
Measure 4: Harmonisation, standardisation and continuous PAR communication in public administration										
Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025	
Proportion of SABs and LSGUs that publish PAR-related information in a standardised manner on the e-Notice Board	Percentage	e-Notice Board	25%	2020	50%	75%	100%	100%	100%	
Total number of trained public relations and human resources management staff in SABs and LSGUs	Numerical	Training minutes/reports	0	2020	200	400	450	500	550	
Total estimated funds in 000 (thousands of) RSD										
Source of funding мере			Веза са програмским буџетом		2021	2022	2023	2024	2025	
Name of activity:	Implement ation period	Institutio n responsible for the impleme ntation	Implementin g partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme Activity/Project (abbr. PR–PA/PJ))	2021	2022	2023	2024	2025
1. Training for public relations officers and HRM from SABs on the importance, manner, channels and tools of interdepartmental and internal communication of PAR	Q3 2021– Q4 2022	NAPA	MPALSG	EU/IPA (PAR Visibility and Communication Project)		1,658.00	1,658.00			
2. Training for public relations officers and HRM from LSGUs on the importance, manner, channels and tools of interdepartmental and internal communication of PAR	Q3 2021– Q4 2022	NAPA	MPALSG SCTM	EU/IPA (PAR Visibility and Communication Project)		1,500.00	1,500.00			
3. Improving technical capacity of the e-Notice Board for use (user access and content management) by all public administration bodies	Q2 2021– Q3 2021	MPALSG	ITE	RS Budget	0607/0009	3,000.00				
4. Improving functionality of the e-Notice Board in accordance with the needs of the PA and regular technical maintenance	Q2 2021– Q4 2025	MPALSG		Budget RS* - 2022- 2025 (14,400.00 RSD)	0607/0009	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00

5. Training of e-Notice Board administrators in all PA bodies for content management and creation of user accounts	Q2 2021–Q4 2022	MPALSG		EU/IPA (PAR Visibility and Communication Project)		150.00	150.00			
6. Promotion of the e-Notice Board as a channel of internal communication for employees in the PA bodies through an internal campaign (presentations, e-mail, videos, posters)	Q2 2021–Q4 2022	MPALSG	NAPA ITE	EU/IPA (PAR Visibility and Communication Project)		615.00	375.00			
7. Annual research on information of employees in PA bodies about the PAR process and results, through online surveys (sending a link by e-mail and posting on the e-Notice Board)	Q2 2021–Q4 2022	MPALSG	ОДУ ЈЛС	EU/IPA (PAR Visibility and Communication Project)		300.00	300.00			
8. Conducting annual surveys of public administration employees on information about the PAR process and results through focus groups with employees from SABs (2 groups) and LSGUs (4 groups)	Q2 2021–Q4 2022	MPALSG	ОДУ ЈЛС	EU/IPA (PAR Visibility and Communication Project)		627.60	627.60			

Measure 5: Increasing visibility and communication of the PAR process and results

Indicator(s) at the level of measure (results indicator)	Unit of measurement	Source of verification	Baseline value	Baseline year	Target value for 2021	Target value for 2022	Target value for 2023	Target value for 2024	Target value for 2025
Number of affirmative and neutral posts (feature stories) about the public administration reform in media	Numerical, higher indicator value is desirable	Reports on the media content analysis	To be determined in January 2021	2020	plus 10% compared to the previous year	plus 10%	plus 10%	plus 10%	plus 10%
Presence of PAR topics on institutions' websites and social media pages / profiles	Numerical, higher indicator value is desirable	Report on the analysis of institutions' website and social media content	To be determined in January 2021	2020	plus 10% compared to the previous year	plus 10%	plus 10%	plus 10%	plus 10%
Proportion of citizens who are informed about the PAR results				2020	28%	32%	35%	37%	40%

Total estimated funds in 000 (thousands of) RSD

Source of funding mepe				Programme budget reference		2021	2022	2023	2024	2025
Name of activity:	Implement ation period	Institution responsible for the impleme	Implementin g partners	Total estimated funds in 000 (thousands of) RSD						
				Source of funding	Programme budget reference (Programme –Programme	2021	2022	2023	2024	2025

		ntation			Activity/Project (abbr. PR-PA/PJ))					
1. SAB and LSGU capacity mapping for PAR communication (organisation of public relations activities, communication channels, technical capacities, level of training, etc.). Survey and two focus groups.	Q2 2021– Q2 2021	MPALSG	SCTM		EU/IPA (PAR Visibility and Communication Project)	600.00				
2. Development of PAR Communication Standards with guidelines for the application of unique visual solutions, targeted messages and slogans ensuring that SABs and LSGUs coherently inform the public about PAR	Q2 2021– Q2 2021	MPALSG			EU/IPA (PAR Visibility and Communication Project)	750.00				
3. Distribution of PAR communication standards to all SABs and LSGUs	Q2 2021– Q3 2021	MPALSG	ITE SCTM		RS Budget					
4. Development and updating of guidelines for creating and managing SAB and LSGU profiles on social networks	Q2 2021– Q4 2022	ITE			EU/IPA (PAR Visibility and Communication Project)	600.00	600.00			
5. Workshops for SAB managers (state secretaries and assistant ministers) and PR officers on the importance of communicating the PAR process and results achieved	Q2 2021– Q3 2021	NAPA	MPALSG		EU/IPA (PAR Visibility and Communication Project)	838.00				
6. Training sessions and individual coaching for SAB managers to improve communication skills needed for PAR communication (public appearance, crisis communication, etc.)	Q3 2021– Q4 2022	NAPA	MPALSG		EU/IPA (PAR Visibility and Communication Project)	3416.76	3416.76			
7. Advanced education of SAB PR officers for improving PAR communication – workshops and mentoring sessions with experts in certain areas of communication, training, digital platforms, etc.)	Q2 2021– Q4 2022	NAPA	MPALSG		EU/IPA (PAR Visibility and Communication Project)	1,468.00	1,468.00			
8. Capacity building of PR departments of LSGUs for more efficient and effective communication of PAR results through training sessions and creation of a network of local PR officers	Q2 2021– Q4 2022	NAPA	MPALSG SCTM		EU/IPA (PAR Visibility and Communication Project)	4,973.00	4,973.00			

9. Capacity building of the media for reporting on PAR and achieved results, through training sessions and briefings	Q2 2021– Q4 2022	MPALSG	Government Office of Media Relations SABs (PR departments)	EU/IPA (PAR Visibility and Communication Project)		660.00	660.00			
10. Preparation and implementation of continuous comprehensive media promotion of the PAR process and achieved results (quarterly, four areas per year, through media publications in national (up to 15 national media with 1–3 articles per topic) and local media (up to 25 local media with 3 articles per topic) and promoting posts on social networks)	Q2 2021– Q4 2022	MPALSG	SABs (PR departments) LSGU (PR departments)	EU/IPA (PAR Visibility and Communication Project)		19,800.00	19,800.00			
11. Raising citizens' awareness of their rights before public administration bodies when it comes to eZUP services through posts on social media, media publications in national and local media, posters in SABs and LSGUs	Q2 2021– Q4 2021	MPALSG	PPS, ITE, MoI, NAPA, relevant CSOs	EU/IPA (PAR Visibility and Communication Project)		5,280.00				
12. Promotion of the Serbian–Korean Information Access (SKIP) centre as a training centre for PA employees and citizens for the use of information technologies, with a special focus on the use of e-services (posts on social media, publications on the websites of institutions, guest appearances of SKIP representatives in national and local media)	Q2 2021– Q4 2025	MPALSG	ITE	Donor support*			660.00	660.00	660.00	660.00
13. Support for the promotion of e-Informant for public administration bodies (positive effects of increasing visibility in the work of public administration bodies) – towards public administration bodies through the e-Notice Board application, towards citizens	Q1 2023– Q4 2023	Commissioner for Information of Public Importance and Personal Data	MPALSG	Donor support*				840.00		
14. Promotion of developed brochures/ guidelines (in printed and electronic form) for the application of system solutions related to management responsibility in public administration bodies, as well as related training sessions and professional meetings, through the application e-Notice board, e-mail	Q1 2025– Q4 2025	MoF–CHU	MPALSG, NAPA, SABs (those defined in the Guidelines)	Donor support*						450.00

15. Promotion of the process and results of the Tax Administration transformation as a topic for the segments of continuous comprehensive media promotion	Q2 2021–Q4 2022	MoF and the Tax Administration	MPALSG	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
16. Promoting the application of internal financial control in the public sector – benefits for citizens, through media briefings, items in national and local media and posts on social media	Q2 2021–Q4 2022	MoF CHU	MPALSG, NAPA, SABs	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
17. Promotion of the Citizens` Guide through the Budget of the Republic of Serbia, through guest appearances of MoF representatives in the media, posts on social media, promotional video formats	Q4 2021–Q4 2022	MOF	MPALSG	EU/IPA (PAR Visibility and Communication Project)		570.00	570.00			
18. Promotion of the Citizens` Guide through the budgets of local self-government units, through guest appearances of LSGU representatives in the media, posts on social media, promotional video formats	Q4 2021–Q4 2022	MPALSG	MoF, LSGUs, SCTM	EU/IPA (PAR Visibility and Communication Project)		570.00	570.00			
19. Promoting the internal labour market as a career management tool by placing texts and videos on the e-Notice Board application and the HRMS website	Q2 2021–Q4 2022	HRMS	SABs (HR Departments) LSGU (HR Departments)	EU/IPA (PAR Visibility and Communication Project)		330.00	330.00			
20. Promotion of the Register of Administrative Procedures (organisation of a presentation event, conducting media promotion on national and local media and social networks)	Q2 2021–Q2 2021	PPS	MoF, Ministry of Economy, MPALSG	EU/IPA (PAR Visibility and Communication Project)		431.00				
21. Promotion of the e-Paper Programme (visual and technical improvement and promotion of the e-Paper website)	Q2 2021–Q4 2021	PPS	MoF, Ministry of Economy	EU/IPA (PAR Visibility and Communication Project)		1,500.00				
22. Continuous updating and further development of the segment of the MPALSG website dedicated to PAR: regular publication of content, technical improvement (visual redesign, database, new functionalities)	Q2 2021–Q4 2022	MPALSG	SABs LSGU	EU/IPA (PAR Visibility and Communication Project)		1,800.00	1,800.00			

23. Promotion of RS participation in the Open Government Partnership (visual and technical improvement and promotion of the ogp.rs website (priority), design of various promotional materials, including a valid Action Plan and report on the implementation of the previous one, support to the organisation and promotion of events dedicated to the Partnership)	Q2 2021– Q4 2025	MPALSG	Working Group for the drafting of the 2020-2022 Action Plan and the implementation of Serbia's participation in the Open Government Partnership	EU/IPA (PAR Visibility and Communication Project) Donor support ** (2023-2025) (4,050.00 RSD)		1,350.00	1,350.00	1,350.00	1,350.00	1,350.00
24. Promotion of the one-stop shop as a new type of delivering services to citizens (conducting media promotion on national and local media and social networks, production of video material, guest appearances in the media)	Q2 2021– Q4 2022	MPALSG	LSGU	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
25. Promotion of examples of good practice in the use of open data	Q2 2021– Q4 2022	MPALSG	ITE	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
26. Promotion of the Public Procurement Portal	Q2 2021– Q4 2022	Public Procurement Office	MoF, MPALSG, ITE	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
27. Promotion of e-Services (media publications, video tutorials, posts on social media every year for five new services during each year)	Q2 2021– Q4 2022	ITE	MPALSG	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
28. Promotion of citizen participation in the process of participatory budgeting in LSGU – examples of good practice with the promotion of municipalities and cities that implement this process	Q4 2021– Q4 2022	MPALSG	MOF, JLC, SCTM	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						

29. Competition for the best managed profiles on social networks (focus on two-way communication with citizens)	Q1 2022– Q1 2022	MPALSG	MoF, LSGU, SCTM	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10			1,380.00			
30. Marking the UN Public Service Day on 23 June and/or other international days in celebration of civil service (e.g. by organising a competition for the best public employee, awarding LSGU for the achieved results (for instance, transparency, service efficiency, etc.))	Q2 2021– Q2 2022	MPALSG	Government of the Republic of Serbia, LSGU, SCTM	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						
31. Procuring graphic design services and translation services for the Annual Report	Q2 2021– Q4 2025	MPALSG		EU/IPA (PAR Visibility and Communication Project)		1,740.40	1,740.40	545.40	545.40	545.40
32. Promoting the most important results presented in the Annual Report on the Implementation of the Action Plan for the PAR Strategy 2021–2030	Q2 2021– Q1 2022	MPALSG	SABs and LSGUs participating in PAR	EU/IPA (PAR Visibility and Communication Project) cost for this activity allocated under 5.10						

RS Budget* – conditionally committed funds will be planned during the regular budgetary procedure in compliance with their balance capacity and expenditure and cost limits set for that purpose.

Donor support* - Conditionally committed resources /Donor support required

Summary table - costs

In thousands of RSD	2021	2022	2023	2024	2025	TOTAL
Specific objective 2: AN IMPROVED RECRUITMENT PROCESS IN PUBLIC ADMINISTRATION	9,072.50	22,187.80	18,387.50	13,909.92	10,189.92	73,747.64
Measure 2.1: Improvement of personnel planning and promoting state administration as a desirable employer	1,800.00	15,587.80	2,507.50	707.50	707.50	21,310.30
Measure 2.2: Improvement of the selection process and the process of induction of new employees	6,860.00	3,000.00	15,880.00	13,202.42	9,482.42	48,424.84
Measure 2.3: Improvement of the procedure for merit-based filling of senior civil service positions, and induction	412.50	3,600.00	-	-	-	4,012.50
Specific objective 3: AN EFFICIENT CAREER MANAGEMENT SYSTEM APPLIED IN PRACTICE	11,812.50	94,842.00	77,300.00	66,600.00	102,444.00	352,998.50
Measure 3.1: Creating an environment to have efficient, innovative and motivated civil servants	2,400.00	13,278.00	29,300.00	31,500.00	35,304.00	111,782.00
Measure 3.2: Development of institutional and administrative capacities for HRM	7,200.00	76,500.00	48,000.00	35,100.00	67,140.00	233,940.00
Measure 3.3: Strengthening the professionalisation of the senior civil service/managers	2,212.50	5,064.00	-	-	-	7,276.50
Specific objective 4: A FUNCTIONAL AND INNOVATIVE SYSTEM OF PROFESSIONAL DEVELOPMENT AND PROFESSIONAL EXAMS IN PUBLIC ADMINISTRATION BASED ON THE ANALYSIS OF NEEDS FOR THE IMPROVEMENT OF STAFF COMPETENCIES, KNOWLEDGE, SKILLS AND ABILITIES DEVELOPED AND APPLIED	56,530.47	41,675.19	49,472.34	19,751.33	254,693.33	422,122.66
Measure 4.1: Improvement of the uniform system of professional development in state and LSGU bodies	45,420.00	-	1,200.00	-	-	46,620.00
Measure 4.2: Improvement of professional development programmes in state and LSGU bodies and of the manner of their organisation and delivery	5,050.47	11,783.31	11,783.31	-	-	28,617.09
Measure 4.3: Improvement of the normative framework governing professional development in public administration	2,820.00	-	5,760.00	2,394.00	-	10,974.00
Measure 4.4: Process standardisation and the establishment of the quality system in the area of professional development in public administration, with full application of ICT	-	24,731.88	21,941.03	8,689.33	6,865.33	62,227.57
Measure 4.5: Establishment of a planning and management system for lifelong professional development in public administration (lifelong professional development master plan)	-	-	-	840.00	1,800.00	2,640.00

Measure 4.6: Establishment of instruments for cooperation between institutions responsible for professional development of employees in state and other bodies	-	-	3,388.00	568.00	568.00	4,524.00
Measure 4.7: Introduction of uniform benchmarks and standards in the field of professional exams in state administration	-	1,920.00	2,160.00	900.00	240,000.00	244,980.00
Measure 4.8: Development of cooperation with higher education institutions to support schooling and/or additional education of staff for/in public administration	3,240.00	3,240.00	3,240.00	6,360.00	5,460.00	21,540.00
Specific objective 5: PUBLIC ADMINISTRATION PROVIDES SERVICES IN AN EFFICIENT AND INNOVATIVE MANNER MATCHING THE NEEDS OF END USERS AND ENHANCES THEIR USER EXPERIENCE	102,981.91	248,989.45	170,158.50	101,698.46	160,395.91	784,224.23
Measure 5.1: Promoted development of new and optimisation of existing services tailored for end users	51,221.00	168,753.95	101,275.00	41,875.00	8,275.00	371,399.95
Measure 5.2: Raising human and technical-technological capacities of public administration for service delivery to end users	40,266.00	42,000.00	44,066.00	50,046.16	48,696.16	225,074.32
Measure 5.3: Improved system of service quality control and quality assurance	11,494.91	38,235.50	24,817.50	9,777.30	103,424.75	187,749.96
Specific objective 6: INCREASED LEVEL OF ACCOUNTABILITY AND TRANSPARENCY AT ALL LEVELS OF THE GOVERNMENT	2,683.50	45,138.01	64,996.88	34,557.54	34,318.88	181,694.81
Measure 6.1: Establishment of systemic solutions for managerial accountability and decentralisation of authorities in public administration bodies (increasing autonomy)	1,843.50	494.00	14,363.00	-	1,726.83	18,427.33
Measure 6.2: Improvement of the vertical and horizontal system of supervision and monitoring of work in public administration (established mechanism for performance management of public administration bodies)	-	9,053.86	14,048.86	-	-	23,102.72
Measure 6.3: Strengthening integrity and ethical standards in public administration	-	4,954.50	1,800.00	1,965.49	-	8,719.99
Measure 6.4: Promoting proactive disclosure of data held by public administration bodies	840.00	-	1,200.00	-	-	2,040.00
Measure 6.5: Improving reactive transparency, acting according to regulations within the purview of independent state bodies, i.e. according to the recommendations of independent state bodies	-	30,635.65	33,585.02	32,592.05	32,592.05	129,404.77
Specific objective: OPERATIONAL PLAN	120,357.19	85,602.57	36,424.64	21,629.43	21,880.98	285,894.81
Measure 1: Ensure efficient coordination and monitoring of PAR Action Plan measures and activities	36,741.83	12,551.59	25,668.62	11,713.41	11,514.96	98,190.41
Measure 2: Ensure efficient coordination of donor support to PAR	21,726.00	21,760.62	3,760.62	3,760.62	3,760.62	54,768.48

Measure 3: Establishing a functional coordination mechanism for planning, implementation and monitoring of PAR communication at the national level	3,762.00	3,762.00	-	-	-	7,524.00
Measure 4: Harmonisation, standardisation and continuous PAR communication in public administration	11,450.60	8,210.60	3,600.00	3,600.00	3,600.00	30,461.20
Measure 5: Increasing visibility and communication of the PAR process and results	46,676.76	39,317.76	3,395.40	2,555.40	3,005.40	94,950.72
TOTAL PER YEAR (in thousands of RSD)	303,438.07	538,435.02	416,739.86	258,146.68	583,923.02	2,100,682.65

Summary table of committed and conditionally committed funds per specific objectives and measures

In thousands of RSD	Budget RS		Donor support		TOTAL
	Committed	Conditionally committed	Committed	Conditionally committed	
SO 2.	672.50	0.00	31,806.30	41,268.84	73,747.64
M 2.1	0	0	16,206.30	5,104.00	21,310.30
M 2.2	260.00	0	15,600.00	32,564.84	48,424.84
M 2.3	412.50	0	0	3,600.00	4,012.50
SO 3.	6,412.50	200,364.00	82,208.00	64,014.00	352,998.50
M 3.1	0	0	61,808.00	49,974.00	111,782.00
M 3.2	6,000.00	198,900.00	20,400.00	8,640	233,940.00
M 3.3	412.50	1,464	0	5,400	7,276.50
SO 4.	0.00	275,441.32	135,257.35	11,424.00	422,122.67
M 4.1	0	0	46,620.00	0	46,620.00
M 4.2	0	0	28,617.09	0	28,617.09
M 4.3	0	540.00	10,434.00	0	10,974.00
M 4.4	0	27,461.32	34,766.26	0	62,227.58
M 4.5	0	0	2,640.00	0	2,640.00
M 4.6	0	0	2,820.00	1,704.00	4,524.00
M 4.7	0	242,100.00	2,880.00	0	244,980.00
M 4.8	0	5,340.00	6,480.00	9,720.00	21,540.00
SO 5	120,000.00	295,465.77	362,399.86	6,358.60	784,224.23

M 5.1	0	42,292.00	329,107.95	0	371,399.95
M 5.2	120,000.00	100,542.32	4,532.00	0	225,074.32
M 5.3	0	152,631.45	28,759.91	6,358.60	187,749.96
SO 6	0.00	139,964.77	23,365.22	18,364.82	181,694.81
M 6.1.	0	9,360.00	3,325.50	5,741.83	18,427.33
M 6.2.	0	0	20,039.72	3,063.00	23,102.72
M 6.3	0	0.00	0	8,719.99	8,719.99
M 6.4.	0	1,200.00	0	840.00	2,040.00
M 6.5.	0	129,404.77	0	0	129,404.77
OPERATIONAL PLAN	6,600.00	62,417.21	203,218.81	13,658.79	285,894.81
M1	0	31,338.53	61,173.09	5,678.79	98,190.41
M2	0	15,042.48	39,726.00	0	54,768.48
M3	0	0	7,524.00	0	7,524.00
M4	6,600.00	14,400.00	9,461.20	0	30,461.20
M5	0.00	1,636.20	85,334.52	7,980.00	94,950.72
TOTAL	133,685.00	973,653.07	838,255.54	155,089.05	2,100,682.66

Gantt-chart

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Specific objective 2: AN IMPROVED RECRUITMENT PROCESS IN PUBLIC ADMINISTRATION																			
Measure 2.1: Improvement of personnel planning and promoting state administration as a desirable employer																			
1. Analysing the application of the existing personnel planning framework in state administration bodies and issuing recommendations for improvement (including a proposal to recruit personnel to work in priority-areas)																			
2. Reconsidering the principle of international organisation and organisation in SABs to ensure a more efficient personnel planning																			
3. Innovating the personnel planning methodology in line with the recommendations stemming from the previous activity																			
4. Preparing and implementing training in the application of the new personnel planning methodology, designed for HRMS employees and employees working in HR Units																			
5. Drafting a personnel plan for SABs for 2024 in line with the innovative personnel planning methodology																			
6. Developing a communications plan of promotional activities in order to present the state administration as a desirable employer. Organising promotional activities presented in the communications plan in order to present the state administration as a desirable employer.																			
7. Attracting people of the right profile (students) to work in state administration with student internships by promoting mechanisms of cooperation with higher education institutions																			
8. Designing a training programme on the recruitment process in state administration, for student interns																			
9. Supporting units of local self-government in the process of personnel planning																			
Measure 2.2: Improvement of the selection process and the process of induction of new employees																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Upgrading competency-assessment tools, particularly those used for remote testing, and supporting recruitment panels in using modern e-recruitment technologies																			
2. Drafting an analysis of the quality of [the approach to] filling positions following a recruitment procedure in state administration bodies, and monitoring the implementation of measures for improving the procedure of filling positions																			
3. <i>Ex-post</i> assessment of statutes and by-laws on recruitment procedures and the manner in which they are conducted in state administration bodies, and drafting proposals for the improvement of the legal framework																			
4. Developing and implementing online training programmes for recruitment panel members, as well as online training programmes on the use of modern selection methods for HR units																			
5. Drafting a comparative analysis of a centralised recruitment of trainees in the state administration, to include a proposal of the most optimal model for the state administration in the Republic of Serbia																			
6. Designing an introductory/induction training programme on state administration matters and operations for trainees, recruits on a probationary period and persons starting their first-ever employment in state administration																			
7. Analyse the relation between: a) the testing for the general functional competencies (system of public administration) and for the special functional competencies during the recruitment process, and b) the state professional exam and introductory training in state administration matters; and propose measures for the elimination of multiple assessments of the same competencies at different stages of employment																			
8. Drafting a competency framework for employees in bodies of autonomous provinces and units of local self-government, to include a map to integration into the HRM																			
9. Amending the legal framework concerning the employees in bodies of autonomous provinces and units of local self-government for the purpose of competency framework integration																			
10. Designing and implementing training in applying the competency framework, intended for HR units employees and managers in bodies of autonomous provinces and units of local self-government																			

Measure 2.3: Improvement of the procedure for merit-based filling of senior civil service positions, and induction

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Drafting an analysis of the legal framework which governs the procedure and the authorisation for appointing senior civil servants and acting officers-in-charge ('acting heads'), and proposing measures for improvement																			
2. Amending the legal framework in parts pertaining to the appointment of senior civil servants, in accordance with the proposed measures for improvement																			
3. Creating a mechanisms of cooperation between institutions responsible for the senior civil servants' management policy																			
4. Drafting guidelines on how to improve internal acts on job organisation and systematisation, in particular the section/heading outlining the job description and competencies required for senior civil service positions																			
5. Innovating the framework of competencies [required of] senior civil servants																			
6. Improving the training programme for senior civil servants and assessing its impact <i>vis-à-vis</i> the newly developed competency framework for senior civil servants																			
7. High Civil Service Council capacity-building for conducting the process of competency-based selection of senior civil servants, by way of continuous training and support in the application/use of modern methods of selection																			
Specific objective 3: AN EFFICIENT CAREER MANAGEMENT SYSTEM APPLIED IN PRACTICE																			
Measure 3.1: Creating an environment to have efficient, innovative and motivated civil servants																			
1. Development and application of tools for the development of managers' careers, under the Career Management Centre (360-degree feedback, passport of competencies, coaching, etc.) and respective body's HR unit																			
2. Preparing a study about possible career models in state administration, to include recommendations for their implementation; designing career models based on that study; and integrating [the models] into [existing] laws																			
3. Establishing a talent management system (identifying talents, working with talents, setting rules on mobility while in service, organising special training for talents,) and integrating the system into [existing] laws																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4. Preparing a study about remote employment models (working remotely or from home; away from the employer's premises), with a proposal on how such models could be incorporated into the way in which SABs in the Republic of Serbia operate																			
5. Draft a comparative analysis of the forms of civil servants' engagement on international projects and how their roles in the EU-accession process are being performed, to include a) a proposal of a suitable model for the state administration in the Republic of Serbia, and b) an analysis of civil servants' fellowships/traineeships in counterpart institutions of an EU Member State and EU institutions																			
6. Preparing a draft law which is to regulate salaries of civil servants and state employees in line with the system law on salaries																			
7. Implementing the reform of the public sector salary system																			
8. Conducting an impact assessment of measures for staff retention and outflow prevention, to include proposals on how those measures could be improved																			
9. Issuing guidelines and recommendations for state administration bodies on how they can improve the quality of civil servants' performance appraisals																			
10. Drafting an <i>ex-post</i> assessment of statutes and by-laws on the performance appraising of civil servants, and drafting a proposal of improvement measures																			
11. Preparing an analysis of the HRM function in public agencies, to include proposals for improvement																			
12. Further development of the competency framework for all categories of civil servants																			
13. Preparing a comparative analysis of the measures taken by the EU Member States to create conditions for their civil servants to initiate changes and innovations in state administration																			
14. Supporting the implementation of the competency framework in the HRM function in autonomous provinces and local self-government																			
Measure 3.2: Development of institutional and administrative capacities for HRM																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Developing and setting-up an HRM IT system in state administration bodies and bodies of the autonomous provinces and units of local self-government, and connecting that system to other IT systems in which data on the employees of state administration bodies are collected (those bodies being the Treasury Administration, the Central Register of Mandatory Social Insurance, the Tax Administration and others)																			
2. Preparing an action plan for building the capacities of HR units in state administration bodies, and implementing activities defined in that action plan																			
3. Designing competency-based training for managers and HR units																			
4. Preparing an analysis of the application of HRM quality management for state administration bodies, and setting-up HRM Quality Management Units in MPALSG/HRMS																			
5. Analysis of how the HRM function is organised in state administration bodies, and setting the course of further development in accordance with contemporary HRM forms																			
6. Analysis of how the HRM function is organised in bodies of the autonomous provinces and units of local self-government, and setting the course of further development in accordance with contemporary HRM forms																			
Measure 3.3: Strengthening the professionalisation of the senior civil service/managers																			
1. Drafting a strategic document on the management of senior civil servants in SABs, with a map to integration into the regulations																			
2. Incorporating the policy on the management of senior civil servants into the legal framework																			
3. Setting indicators of senior civil servants' performance in meeting annual work goals as part of the performance appraisal procedure																			
4. Creating a suitable network of senior civil servants for the purpose of sharing experiences																			
5. Supporting senior civil servants' professional development through the activities run by the Career Management Centre (application of career development tools)																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6. Designing continuous training programmes for managers and senior civil servants based on their competencies																			
Specific objective 4: A FUNCTIONAL AND INNOVATIVE SYSTEM OF PROFESSIONAL DEVELOPMENT AND PROFESSIONAL EXAMS IN PUBLIC ADMINISTRATION BASED ON THE ANALYSIS OF NEEDS FOR THE IMPROVEMENT OF STAFF COMPETENCIES, KNOWLEDGE, SKILLS AND ABILITIES DEVELOPED AND APPLIED																			
Measure 4.1: Improvement of the uniform system of professional development in state administration and LSGU bodies																			
1. Improving the accreditation system, the way in which training programme organisers are hired, and the development of trainers skills and competencies																			
2. Improving the system of evaluation of training programmes in state administration bodies and units of local self-government, and increasing the knowledge and improving the skills of those participating in the evaluation process which are necessary for the implementation of the evaluation system																			
3. Developing a methodology for training programme budget analysis and planning, as well as increasing the knowledge and the skills of civil servants and LSGU employees necessary for their application																			
4. Developing tools and methodologies for conducting research on the public service users' (citizens and others) satisfaction with PABs' performance, in order to identify priority areas in which civil servants and employees of LSGUs are to undergo professional development																			
5. Ensuring managers' participation in the unified system of professional development processes by a) amending the acts regulating the scope of SABs' and LSGUs' internal units and the job description of managers of such units accordingly, and b) defining participation in professional development processes as a job responsibility																			
6. Increasing state and LSGU bodies' capacities for successful management and implementation of the unified system of professional development in state administration and LSGU bodies																			
Measure 4.2: Improvement of professional development programmes in state administration and LSGU bodies and of the manner of their organisation and delivery																			
1. Developing innovative training programmes in state administration bodies and bodies of local self-governments units, using the latest (unconventional) forms and methods of professional development, and focusing especially on innovations management, change management and crisis management																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2. Designing training programmes suitable for trainees and individuals training to become independent professionals																			
3. Promoting the use of innovative professional development methods in state administration bodies and bodies of local self-government units (couching, mentoring, study visits, etc.), and especially when it comes to managers																			
4. Supporting units of local self-government in a) the process of analysing their professional training needs, b) developing, designing and conducting special training programmes and the consolidated annual plan for professional development of their employees																			
5. Supporting state administration bodies and bodies of local self-governments in organising and conducting training programmes through online learning for the purpose of ensuring equal access to the right to professional development to a representative number of civil servants and employees in units of local self-government																			
Measure 4.3: Improvement of the normative framework governing professional development in public administration																			
1. Assessing the impact of and revisiting the laws regulating the area of professional development in state administration bodies (<i>ex-post</i> impact assessment of those laws)																			
2. Assessing the impact of and revisiting the laws regulating the area of professional development in bodies of local self-government units (<i>ex-post</i> impact assessment of those laws)																			
3. Assessing the impact of and revisiting by-laws adopted on the basis of statutes regulating the area of professional development in public administration (<i>ex-post</i> impact assessment of those by-laws)																			
4. Conducting an <i>ex-ante</i> analysis of the laws regulating the area of professional development in state administration bodies, and holding consultations with the stakeholders and target groups, for the purpose of proposing optimal improvements/changes to those laws																			
5. Conducting an <i>ex-ante</i> analysis of the laws regulating the area of professional development in bodies of local self government units, and holding consultations with the stakeholders and target groups, for the purpose of proposing optimal improvements/changes to those laws																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6. Conducting the process of planning and formulating amendments to laws regulating the area of professional development in state administration bodies																			
7. Conducting the process of planning and formulating amendments to statutes regulating the area of professional development in bodies of local self-government units																			
8. Conducting the process of planning, formulating and adopting by-laws for the implementation of laws regulating the area of professional development in public administration																			
Measure 4.4: Process of standardisation and the establishment of the quality system in the area of professional development in public administration, with full application of ICT																			
1. Preparing a study of professional development in public administration, to include an assessment of the needs to set minimum uniform criteria, measurements and standards for capacity-building and professional development of employees in public administration																			
2. Forming a smaller organisational unit within the main organisational unit in the MPALSG, which will guide the development and monitor the establishment of standardisation of professional development and the quality system in elements of professional development in public administration																			
3. Forming an organisational unit within the NAPA which will support the professional development quality system management in public administration (a quality management centre)																			
4. Preparing a study on the optimisation of business processes in the area of professional development – an analysis of business processes and a proposal for a re-organisation in support of the standardisation and the digitalisation of the process of professional development in public administration, as well as the improvement of the monitoring function and the use of ICT in this area																			
5. Developing an ICT system and a network infrastructure for the implementation of standardised business processes of professional development in public administration																			
6. Developing an online, remote e-learning platform, to include multimedia and interactive methods of online learning (working in groups in live sessions, forums, joint exercises in blackboard systems/virtual classrooms, working on joint projects, face-to-face study environment, and 'mandatory hang-outs' after training), and creating conditions for this form of professional development to be used in all areas of professional development in public																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
administration (a uniform platform which all institutions can use)																			
Measure 4.5: Establishment of a planning and management system for lifelong professional development in public administration (lifelong professional development master plan)																			
1. Conducting a comparative study of lifelong professional development of public administration employees in representative legal system + proposing recommendations for the Republic of Serbia																			
2. Developing a template master plan for lifelong professional development in public administration, to include a section/column for a) any resulting impact on the HR-planning system in public administration, the appraisal system, the promotion, rewards and compensation system, and b) an assessment of that impact																			
Measure 4.6: Establishment of instruments for cooperation between institutions responsible for professional development of employees in state and other bodies																			
1. Establishing a framework for promoting collaboration between organisations responsible for preparing professional development programmes and implementing professional training programmes in state and other bodies (a school network)																			
2. Promoting and encouraging an inter-sectoral professional development in cross-cutting areas																			
3. Developing and establishing cooperation between specialised professional bodies (a programme council, standing programme committees, and such) of institutions responsible for preparing professional development programmes and implementing professional training programmes in state administration and other bodies																			
Measure 4.7: Introduction of uniform benchmarks and standards in the field of professional exams in state administration																			
1. Prepare an analysis with proposed measures for establishing a uniform preparation of questions found in all professional exams in the state administration system, to include an impact assessment																			
2. Conducting an analysis of the need for correlating professional exams with professional development, i.e. the obligation to take professional exam preparatory lessons, to include an impact assessment																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3. Conduct an <i>ex-ante</i> analysis of the law regulating the field of professional exams in the state administration system on a uniform basis, and consultations with the stakeholders and target groups, for the purpose of proposing optimal improvements/changes to those laws																			
4. Conduct the process of planning and drafting a statute which would regulate the area of professional exams in the state administration system on a uniform basis																			
5. Preparing a study on the optimisation of businesses processes in the area of professional exams (an analysis of businesses processes and a proposal for a re-organisation in support of the standardisation of professional exams, as well as improving the monitoring function and the use of ICT in this area)																			
6. Developing an ICT system and a network infrastructure for the implementation of standardised businesses processes in the area of professional exams in the state administration system																			
Measure 4.8: Development of cooperation with higher education institutions to support schooling and/or additional education of staff for/in public administration																			
1. Establishing an instrument to support the implementation of the public administration training and education system, equally focused on theory and practice																			
2. Creating conditions for a continual obligation to run student internships in SABs and LSGUs																			
3. Organising an annual gathering <i>Student Internships in Public Administration</i> to promote professional training and development in public administration																			
4. Developing and conducting a training programme entitled <i>Introductory Class: Public Administration</i> for students in master's programmes																			
5. Promoting NAPA's analytical-research and other activities in cooperation with higher education institutions and scientific research organisations																			
Specific objective 5: PUBLIC ADMINISTRATION PROVIDES SERVICES IN AN EFFICIENT AND INNOVATIVE MANNER MATCHING THE NEEDS OF END USERS AND ENHANCES THEIR USER EXPERIENCE																			
Measure 5.1: PROMOTED DEVELOPMENT OF NEW AND OPTIMISATION OF EXISTING SERVICES TAILORED FOR END USERS																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Designing a methodology for the development of new and the optimisation of existing services based on a systematic involvement of end users in all the phases of the development through the use of advanced and innovative tools																			
2. Preparing the Programme for the Simplification of Administrative Procedures and Regulations for the next period (the e-Paper Programme from 2021 onwards)																			
3. Popularising the use of digital services, and increasing the availability of electronic certified signature for all citizens as a mandatory part of every personal ID card																			
4. Development of guidelines for the choice of priority procedures for digitisation, i.e. Priority contactless services																			
5. Drafting the Plan of Priority Administrative Services during Crisis in order to ensure the continuity of service delivery in crises (similar to the Covid-19 pandemic)																			
6. Preparing an Operational Plan for the e-Government Development Programme for the next period (from 2022 onwards)																			
7. Setting standards for the establishment of one-stop shops when drafting the relevant regulation of the Government of the Republic of Serbia																			
8. Establishing a legal framework for a systematic user involvement in all the phases of the development/design of (new and existing) services (Guidelines on the Concept of Managerial Accountability and Information)																			
9. Inventory/list of administrative requests and other business terms and conditions																			
10. Designing 20 business services for the public administration, applying the <i>business episode</i> model, which will be digitalised and made available to end users through the e-Government Portal																			
11. Upgrading the electronic services infrastructure (missing registers, modules, etc.)																			
12. Detailed inventory of all the steps and elements of administrative procedures involving citizens conducted through the Unified Public Registry of Administrative Procedures by state administration bodies																			
13. Launching initiatives, campaigns for innovation and giving ICT training for citizens at the SKIP Centre, particularly for those categories of the population who due																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
to an insufficient knowledge of ICT, are at a risk of being 'digitally excluded' from the e-service delivery system of the Republic of Serbia																			
14. Conducting an analysis of all administrative procedures involving citizens, and preparing recommendations for their simplification in accordance with the relevant methodology set at the central level																			
Measure 5.2: RAISING HUMAN AND TECHNICAL-TECHNOLOGICAL CAPACITIES OF PUBLIC ADMINISTRATION FOR SERVICE DELIVERY TO END USERS																			
1. Designing an employees development and training plan based on the results of the [needs] analysis and the strategic directions of the Government of the Republic of Serbia																			
2. Training public administration employees in the national e-service delivery portal																			
3. Developing a methodology for determining job posts and the number of members of non-managerial staff performing tasks related to delivery of public services																			
4. Conducting an analysis of the availability and the structure of human capacity for service delivery in public administration and local self-government																			
5. Designing and implementing the training "Designing services" for senior civil servants (Honeycomb core)																			
6. Implementing online training for "Creative and user oriented service and policy design (design thinking)"																			
7. Designing and implementing the training "Essentials - Achieving results through public services delivery" for senior civil servants																			
8. Designing and implementing training programmes for civil servants in direct contact with service end users (with a focus on service delivery to persons with disabilities, special needs persons, vulnerable groups, members of marginalised communities)																			
9. Holding training in the optimisation of administrative procedures/services for civil servants																			
10. Conducting training in the application of service delivery standards																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
11. Improving the Administrative Inspectorate's technical-technological capabilities																			
12. Setting-up one-stop shops on the territories of units of local self-government																			
13. Developing and implementing training programme <i>Public Administration Quality Management</i> – the Balanced Score Cards (BSC), the Common Assessment Framework (CAF); collaborative review in the public sector, etc.																			
14. Strengthening the Administrative Inspectorate's capacities to monitor the application of service delivery standards as part of the internal quality control process, and supporting the ministry responsible for the service delivery policy in the efficient management of service quality																			
Measure 5.3: IMPROVED SYSTEM OF SERVICE QUALITY CONTROL AND QUALITY ASSURANCE																			
1. Creating a legal framework which prescribes the establishment of a comprehensive and updated electronic records of administrative procedures/a service in a form of a public registry																			
2. Translation of the CAF 2020 into the Serbian language																			
3. Designing a methodology for measuring the administrative burden of citizens and businesses when it comes to public administration services and costs of public service delivery																			
4. Designing promotional material about the CAF in the Serbian language (videos, brochures...)																			
5. Preparing an analysis of the existing system of service quality monitoring, control and management , to include a comparative analysis of the best practices internationally																			
6. Implementing the CAF in 10 SABs and/or other public administration institutions																			
7. Designing a methodology for measuring the results/performance of public service providers																			
8. Assessing the needs for improving the physical accessibility of services to members of vulnerable or marginalised groups or minority communities by increasing the physical accessibility and territorial availability of																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
services																			
9. Designing a methodology for measuring the satisfaction of end users with the public service delivery (both the electronic service delivery and the traditional way of service delivery)																			
10. Increasing the number of staff (in non-managerial positions) in the MPALSG's Department for Strategic Planning who are to work on the CAF implementation																			
11. Measuring/conducting research on end users' satisfaction with the service delivery, to include indicators calculation formula																			
12. Drafting recommendations and creating the legal framework for the establishment of an independent body or agency for external monitoring, control and management of service quality																			
13. Establishing an independent body or agency for external monitoring, control and management of service quality																			

Specific objective 6: INCREASED LEVEL OF ACCOUNTABILITY AND TRANSPARENCY AT ALL LEVELS OF THE GOVERNMENT

Measure 6.1: Establishment of systemic solutions for managerial accountability and decentralisation of authorities in public administration bodies

1. Drafting a comprehensive situation analysis and guidelines for defining systemic solutions in the legal and the institutional framework of the Republic of Serbia pertaining to managerial accountability (delegating or passing on accountability, clear lines of accountability between institutions, and assessing performance at the institutional level) in public administration bodies																			
2. Harmonising the legal framework of the Republic of Serbia in accordance with the guidelines in order to define systemic solutions for managerial accountability in public administration bodies																			
3. Establishing a Register of Holders of Public Authority																			
4. Designing a manual for applying the managerial accountability principle – a practical guide for managers, focused around the fundamental areas of public administration management (resource management, planning, performance assessments and reporting).																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5. Designing a module on the concept of managerial accountability for the training programme for managers																			
6. Running the module <i>Managerial accountability in Practice</i> as part of the training programme for managers																			
7. Organising professional gatherings in order to share experiences applying the managerial accountability principle as well as monitoring results and identifying the next steps in advancing this areas in the public sector of the Republic of Serbia																			
Measure 6.2: Improvement of the vertical and horizontal system of supervision and monitoring of work in public administration (establishing the mechanism for performance management of public administration bodies)																			
1. Running a pilot project (focused on performance management improvement) in selected public administration bodies in order to test and to find a suitable mechanism for the collection and the processing of relevant performance measurement and reporting data, i.e. in order to determine the needed capacity and the description of the corresponding job duties and responsibilities																			
2. Based on the pilot project's lessons learnt (see earlier activity 4.1.2.1), draft Guidelines with a uniform methodology for monitoring and internal and external reporting on the competent public administration bodies' performance																			
3. Creating a module about the concept of managerial accountability for the training programme for managers and employees – module topic: supervision, monitoring, and internal and external reporting on the competent public administration bodies' performance																			
4. As part of the training programme for managers and employees, run the module about the concept of managerial accountability (i.e. supervision, monitoring, and internal and external reporting on the competent public administration bodies' performance)																			
5. Prescribing mandatory elements of a) annual operational work plans of constituent bodies, bodies associated with parent institutions or primary organisational units of bodies, which must contain specific and measurable objectives monitored by clear performance indicators and target values, as well as b) mandatory elements of annual performance reports which all bodies/organisational units submit to their parent institutions/head of the public administration body.																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6. Prescribing the obligation of institutions a) to analyse performance reports of constituent bodies, bodies associated with parent institutions, b) to issue recommendations/instructions for performance improvement to those bodies, and c) to monitor regularly whether those bodies are following the recommendations/instructions.																			
7. Consolidating the legal framework pertaining to financial management and control, in line with the previous activity (4.1.2.6.)																			
8. Prescribing an obligation of all state administration bodies to submit consolidated performance reports (containing information about the results of fulfilled objectives and measures defined in medium-term plans) to the Government for opinion and adoption.																			
Measure 6.3: Strengthening integrity and ethical standards in public administration																			
1. Based on guidelines and recommendations for introducing Ethics and Integrity Officers into the public administration of the Republic of Serbia, draft a document which will include a) findings on the degree to which an ethical infrastructure has been established in public administration bodies, b) recommendations for systematising and integrating various tasks pertaining to corruption prevention and integrity building in public administration bodies, c) requirements and criteria for appointing Ethics and Integrity Officers as well as rules of their conduct, and d) a proposal of the criteria and the manner/procedure which would apply when selecting which public administration body would participate in the pilot project referred to in activity 4.1.2.1.																			
2. Running a pilot project of appointing Ethics and Integrity Officers in a selected number of public administration bodies, which will include the development and the implementation of a training programme specially designed for these Officers – all based on the following: a) recommendations for systematising and integrating various tasks pertaining to corruption prevention and integrity building in public administration bodies, and b) requirements and criteria for the appointment of Ethics and Integrity Officers as well as their rules of conduct, referred to in activity 4.1.3.1.																			
3. Conducting an analysis of the content of the Civil Servants Code of Conduct and the procedures on data collecting and report, for the purpose of raising ethical standards and improving the mechanisms for monitoring																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
the application of the rules on civil servants ethical behaviour																			
Measure 6.4: Promoting proactive disclosure of data held by public administration bodies																			
1. Drafting manuals/guidelines for managers in public administration bodies about the positive impact of increased transparency in the work of public administration bodies and of making e-Information Booklets about public administration bodies available (i.e. positive impact of raising public's awareness in this way)																			
2. Designing and updating a training module about open data standards, their re-use and on how to operate the Open Data Portal, which is to be a part of the broader training programme for employees in state administration bodies and units of local self-government																			
3. Running the training module about open data standards, their re-use and on how to operate the Open Data Portal, which is to be a part of the broader training programme for employees in state administration bodies and units of local self-government																			
4. Developing and adopting an Action Plan for the Implementation of the Open Government Partnership Initiative in the Republic of Serbia, for the period 2022–2024																			
5. Developing and adopting an Action Plan for the Implementation of the Open Government Partnership Initiative in the Republic of Serbia, for the period 2024–2026																			
Measure 6.5: Improving reactive transparency, acting according to regulations within the purview of independent state administration bodies, i.e. according to the recommendations of independent state administration bodies																			
1. Amendments to the Law on Free Access to Information of Public Importance in order to increase accountability and transparency in the work of public authorities																			
2. Preparing new Instructions for Drafting and Publishing an Information Booklet																			
3. Raising the capacities of the Commissioner's Office through recruitment of additional staff to perform tasks pertaining to the Commissioner's competence in supervising the application of the Law on Free Access to Information of Public Importance, as well as securing funds for training of other bodies executing inspectional supervisions over the application of the Law																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4. Strengthening staff capacities, increasing the number of staff and educating the staff in charge of the inspectional supervision over the application of the Law on Free Access to Information of Public Importance																			
5. Improving technical and spatial capacities necessary to exercise the competence in inspectional supervision over the application of the Law on Free Access to Information of Public Importance																			
6. Amendments to the Law on the Protector of Citizens in order to increase accountability and transparency in the work of public administration bodies																			

OPERATIONAL PLAN

Measure 1: Ensure efficient coordination and monitoring of PAR Action Plan measures and activities

1. Increasing the number of non-managerial staff in the MPALSG's Department for Strategic Planning, who will be work on PAR coordination and monitoring																			
2. Training in evaluation and monitoring for the non-managerial staff in the MPALSG's Department for Strategic Planning, who will be work on PAR coordination and monitoring																			
3. Holding a minimum of 2 management-level-coordination meetings per year																			
4. Holding a minimum of 2 political-level-coordination meetings per year																			
5. Expanding the online monitoring tool (OMT) to other public policy documents pertaining to PAR, and improving the web portals of SABs																			
6. Conducting a mid-term assessment of the PAR Strategy 2021–2030 in order to prepare the new Action Plan for its implementation for the period after 2025																			
7. Developing a new mid-term PAR expenditure framework																			
8. Annual review of the mid-term PAR expenditure framework in light of the PAR Strategy Action Plan implementation as well as other public policy documents pertaining to PAR																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Measure 2: Ensure efficient coordination of donor support to PAR																			
1. GAP analysis and a road map with recommendations for a) achieving PAR SBP target values in light of the future application of the Sectoral Reform Contract, b) its management and monitoring, including the operability of the Policy Dialogue and other coordination platforms																			
2. Developing a risk management system for PAR SBP, with the use of the OMT and the management structures for the PAR and the Sectoral Reform Contract																			
3. Increase the resources of the Sector for European Integration and International Cooperation, including contact points for monitoring the implementation of the SBP instruments as well as complementary assistance projects																			
4. Building donor-coordination and project-management capacities of the Sector for European Integration and International Cooperation through training, mentoring and study visits																			
Measure 3: Establishing a functional coordination mechanism for planning, implementation and monitoring of PAR communication at the national level																			
1. Four-day annual workshop for members of the Coordination Mechanism for PAR communication with a view to developing annual operational plans in accordance with the AP for implementation of the PARS (25 participants)																			
2. Development of annual operational plans for PAR communication in accordance with the AP for implementation of PARS and findings from the annual survey of information of key actors and the public																			
3. Preparation of quarterly monitoring reports on the implementation of annual operational plans in order to improve current and planned activities																			
4. Preparation of an annual report on the implementation of operational plans for communication of PAR processes and results																			
5. Conducting an annual public opinion poll on informing the public about the PAR process and results																			
Measure 4: Harmonisation, standardisation and continuous PAR communication in public administration																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Training for public relations officers and HRM from SABs on the importance, manner, channels and tools of interdepartmental and internal communication of PAR																			
2. Training for public relations officers and HRM from LSGUs on the importance, manner, channels and tools of interdepartmental and internal communication of PAR																			
3. Improving technical capacity and functionality of the e-Notice Board for use (user access and content management) by all public administration bodies																			
4. Regular technical maintenance of the e-Notice Board																			
5. Training of e-Notice Board administrators in all PA bodies for content management and creation of user accounts																			
6. Promotion of the e-Notice Board as a channel of internal communication for employees in the PA bodies through an internal campaign (presentations, e-mail, videos, posters)																			
7. Annual research on information of employees in PA bodies about the PAR process and results, through online surveys (sending a link by e-mail and posting on the e-Notice Board)																			
8. Conducting annual surveys of public administration employees on information about the PAR process and results through focus groups with employees from SABs (2 groups) and LSGUs (4 groups)																			
Measure 5: Increasing visibility and communication of the PAR process and results																			
1. SAB and LSGU capacity mapping for PAR communication (organisation of public relations activities, communication channels, technical capacities, level of training, etc.). Survey and two focus groups.																			
2. Development of PAR Communication Standards with guidelines for the application of unique visual solutions, targeted messages and slogans ensuring that SABs and LSGUs coherently inform the public about PAR																			
3. Distribution of PAR communication standards to all SABs and LSGUs																			
4. Development and updating of guidelines for creating and managing SAB and LSGU profiles on social networks																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5. Workshops for SAB managers (state secretaries and assistant ministers) and PR officers on the importance of communicating the PAR process and results achieved																			
6. Training sessions and individual coaching for SAB managers to improve communication skills needed for PAR communication (public appearance, crisis communication, etc.)																			
7. Advanced education of SAB PR officers for improving PAR communication – workshops and mentoring sessions with experts in certain areas of communication, training, digital platforms, etc.)																			
8. Capacity building of PR departments of LSGUs for more efficient and effective communication of PAR results through training sessions and creation of a network of local PR officers																			
9. Capacity building of the media for reporting on PAR and achieved results, through training sessions and briefings																			
10. Preparation and implementation of continuous comprehensive media promotion of the PAR process and achieved results (quarterly, four areas per year, through media publications in national (up to 15 national media with 1–3 articles per topic) and local media (up to 25 local media with 3 articles per topic) and promoting posts on social networks)																			
11. Raising citizens' awareness of their rights before public administration bodies when it comes to eZUP services – (AP 2021–2025, measure 3.1.1, activities 8, 9, 10, 11, 14 <u>are not numbered</u>) – through posts on social media, media publications in national and local media, posters in SABs and LSGUs																			
12. Promotion of the Serbian–Korean Information Access (SKIP) centre as a training centre for PA employees and citizens for the use of information technologies, with a special focus on the use of e-services (posts on social media, publications on the websites of institutions, guest appearances of SKIP representatives in national and local media)																			
13. Support for the promotion of e-Informant for public administration bodies (positive effects of increasing visibility in the work of public administration bodies) – towards public administration bodies through the e-Notice Board application, towards citizens through posts on social media, websites of institutions)																			
14. Promotion of developed brochures/ guidelines (in printed and electronic form) for the application of system																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
solutions related to management responsibility in public administration bodies, as well as related training sessions and professional meetings, through the application e-Notice board, e-mail																			
15. Promotion of the process and results of the Tax Administration transformation as a topic for the segments of continuous comprehensive media promotion (activity 3.10)																			
16. Promoting the application of internal financial control in the public sector – benefits for citizens, through media briefings, items in national and local media and posts on social media																			
17. Promotion of the Citizens` Guide through the Budget of the Republic of Serbia, through guest appearances of MoF representatives in the media, posts on social media, promotional video formats																			
18. Promotion of the Citizens` Guide through the budgets of local self-government units, through guest appearances of LSGU representatives in the media, posts on social media, promotional video formats																			
19. Promoting the internal labour market as a career management tool by placing texts and videos on the e-Notice Board application and the HRMS website																			
20. Promotion of the Register of Administrative Procedures (organisation of a presentation event, conducting media promotion on national and local media and social networks)																			
21. Promotion of the e-Paper Programme (visual and technical improvement and promotion of the e-Paper website)																			
22. Continuous updating and further development of the segment of the MPALSG website dedicated to PAR: regular publication of content, technical improvement (visual redesign, database, new functionalities)																			
23. Promotion of RS participation in the Open Government Partnership (visual and technical improvement and promotion of the ogp.rs website (priority), design of various promotional materials, including a valid Action Plan and report on the implementation of the previous one, support to the organisation and promotion of events dedicated to the Partnership)																			
24. Promotion of the one-stop shop as a new type of delivering services to citizens (conducting media promotion on national and local media and social networks, production of video material, guest appearances in the media)																			

Name of activity:	2021			2022				2023				2024				2025			
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
25. Promotion of examples of good practice in the use of open data																			
26. Promotion of the Public Procurement Portal																			
27. Promotion of e-Services (media publications, video tutorials, posts on social media)																			
28. Promotion of citizen participation in the process of participatory budgeting in LSGU – examples of good practice with the promotion of municipalities and cities that implement this process																			
29. Competition for the best managed profiles on social networks (focus on two-way communication with citizens)																			
30. Marking the UN Public Service Day on 23 June and/or other international days in celebration of civil service (e.g. by organising a competition for the best public employee, awarding LSGU for the achieved results (for instance, transparency, service efficiency, etc.))																			
31. Procuring graphic design services and translation services for the Annual Report on the Implementation of the Action Plan for the PAR Strategy 2021–2030																			
32. Promoting the most important results presented in the Annual Report on the Implementation of the Action Plan for the PAR Strategy 2021–2030																			