

REPORT ON THE IMPLEMENTED PUBLIC POLICY DOCUMENT IMPACT ANALYSIS

I INTRODUCTION

This report has been produced in accordance with Article 36 and Article 37 of the Regulation on the methodology for public policy management, impact analysis of public policies and regulations and content of individual public policy documents (*The Official Gazette of the Republic of Serbia*, No. 8 of 8 February 2019) (hereinafter: Regulation) and contains all information prescribed by this methodology. Note that key information about the impact analysis implemented during the drafting of the e-Government Development Programme in the Republic of Serbia for 2020– 2022 and Action Plan for its implementation (hereinafter: Programme and Action Plan) are already contained in the text of the Programme, in regards to the obligation prescribed by Article 33, paragraph 1 of the Law on the Planning System of the Republic of Serbia (*The Official Gazette of the Republic of Serbia*, No. 30 of 20 April 2018), whereby the results of the analysis should be contained in the public policy document itself and published during the public review of the draft of the given document, prior to its adoption by the adopting party, in this case the Government of the Republic of Serbia. This report repeats this information to the extent necessary to produce a systematic, consistent and independently readable report on the implemented analysis, focusing on information about the results of the implemented impact analysis as per Article 37, paragraph 3 of the Regulation.

1) NAME OF PUBLIC POLICY DOCUMENT THAT THE REPORT ON THE IMPLEMENTED IMPACT ANALYSIS RELATES TO:

e-Government Development Programme in the Republic of Serbia 2020 – 2022 and the Action Plan for its implementation

2) AREA OF PLANNING AND IMPLEMENTATION OF PUBLIC POLICY:

e-Government

II ANALYSIS OF THE CURRENT STATE OF PLAY

1) INFORMATION ABOUT THE CURRENT STATE OF PLAY AND NEED FOR INTERVENTION

The adoption of public policy documents that will serve to precisely plan the measures and activities needed to be implemented for the further development of e-Government in the Republic of Serbia is necessary, since the introduction of electronic procedures and efficient interaction between e-Government bodies cannot be implemented through ad-hoc activities or narrowly segmented measures.

A detailed overview of the current state of play is integrated in the e-Government Development Programme in the Republic of Serbia 2020 – 2022 (hereinafter: Programme) itself, namely Section VI, under the heading: “Current State of e-Government in the Republic of Serbia”.

This section presents the results of a broad consultative process and provides a tabular overview of proposals to improve e-Government by all participants in the process, namely:

- Recommendations by state administration for e-Government development,
- Recommendations by local self-governments for e-Government development,
- Recommendations by citizens for e-Government development,
- Recommendations by businesses and the IT sector for e-Government development,
- Recommendations by donors for e-Government development.

This section also presents the results of an Analysis of the current ranking of the state of development of e-Government in the Republic of Serbia in international competitiveness listings. The analysis was used to draft recommendations for improving Serbia’s rank in these lists within the domain of e-Government development.

All of the above recommendations were integrated into measures during the drafting of the Programme, to be implemented in accordance with the Programme and Action Plan.

2) PROJECTION OF THE DESIRED STATE

According to Article 56, paragraph 4 of the Regulation, a vision presents a desired state that the achievement of the overall and specific objectives of the Programme contributes to. When defining the Vision for the development of e-Government in Serbia, it is unavoidable to review the directions for e-Government development in developed countries, primarily the direction of e-Government development in the European Union, considering the harmonisation of regulations and practices with the European Union (hereinafter: EU) acquis. Therefore, when developing the Programme it is

important to keep in mind that the EU e-Government Action Plan 2016-2020¹ defines that the vision for the development of public administration is the establishment of open, efficient and inclusive public administrations in the EU, providing cross-border, personalised and complete user-friendly public services. Accordingly, the action plan defines the following priorities for e-Government development:

- Modernise public administration with ICT, using key digital enablers;
- Enable cross-border mobility with interoperable digital public services;
- Facilitate digital interaction between administrations and citizens/businesses for high-quality public services.

This EU vision of public administration was set at the level of principles of operation of public administration. Insisting on public administration being user-friendly indicates that there is no deviation from the main principle differentiating modern administration from the traditional understanding of administration, meaning that administration is a “service for citizens”. The e-Government Development Strategy, just like the Public Administration Reform Strategy, are also along these lines, as clearly shown by the overall and specific objectives set by these documents, as well as the measures for achieving them.

Having in mind the above, the vision of e-Government development that public policies established by this Programme tend towards are: ***Establishing an efficient and user-friendly administration in a digital environment, interoperable both between various levels of public administration in Serbia, as well as with public administration in EU member states.***

An ex-post impact analysis of the e-Government Development Strategy² indicates that Serbia has made significant progress in the domain of e-Government development, as unequivocally indicated by the analysis of comparative practices and the rank of Serbia in the field of e-Government in international competitiveness listings³.

The path forward from the current stage of e-Government in Serbia to the desired state represents the scope of desired change, involving a transformation from a civil-servant-based towards a user-friendly digitalised administration where users will actively participate in the creation and improvement of services, and be a control mechanism for the efficiency of action.

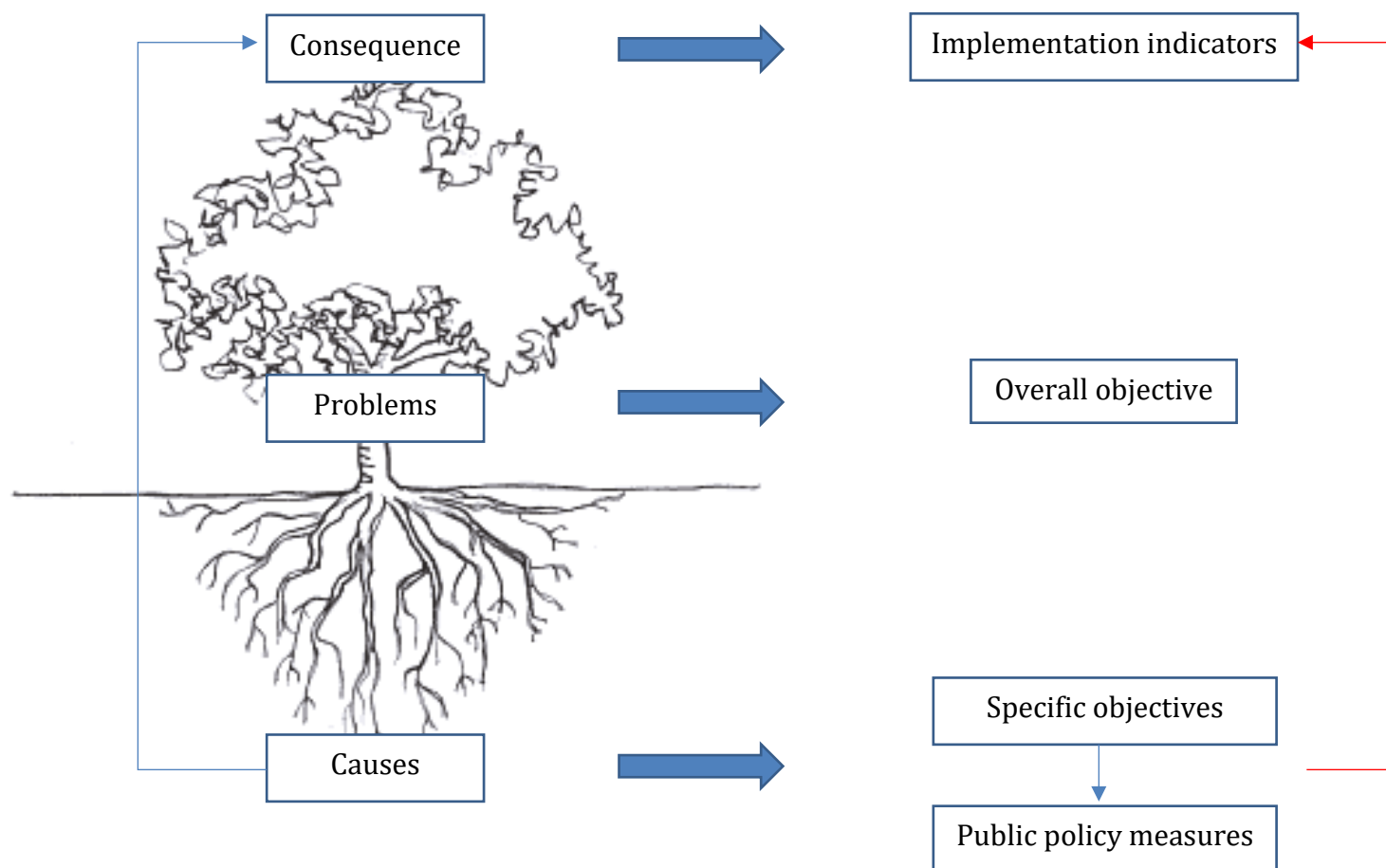
¹ *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, the EU eGovernment Action Plan 2016-2020 – Accelerating the Digital Transformation of Government (COM(2016)179 final), Brussels, 19.04.2016.*

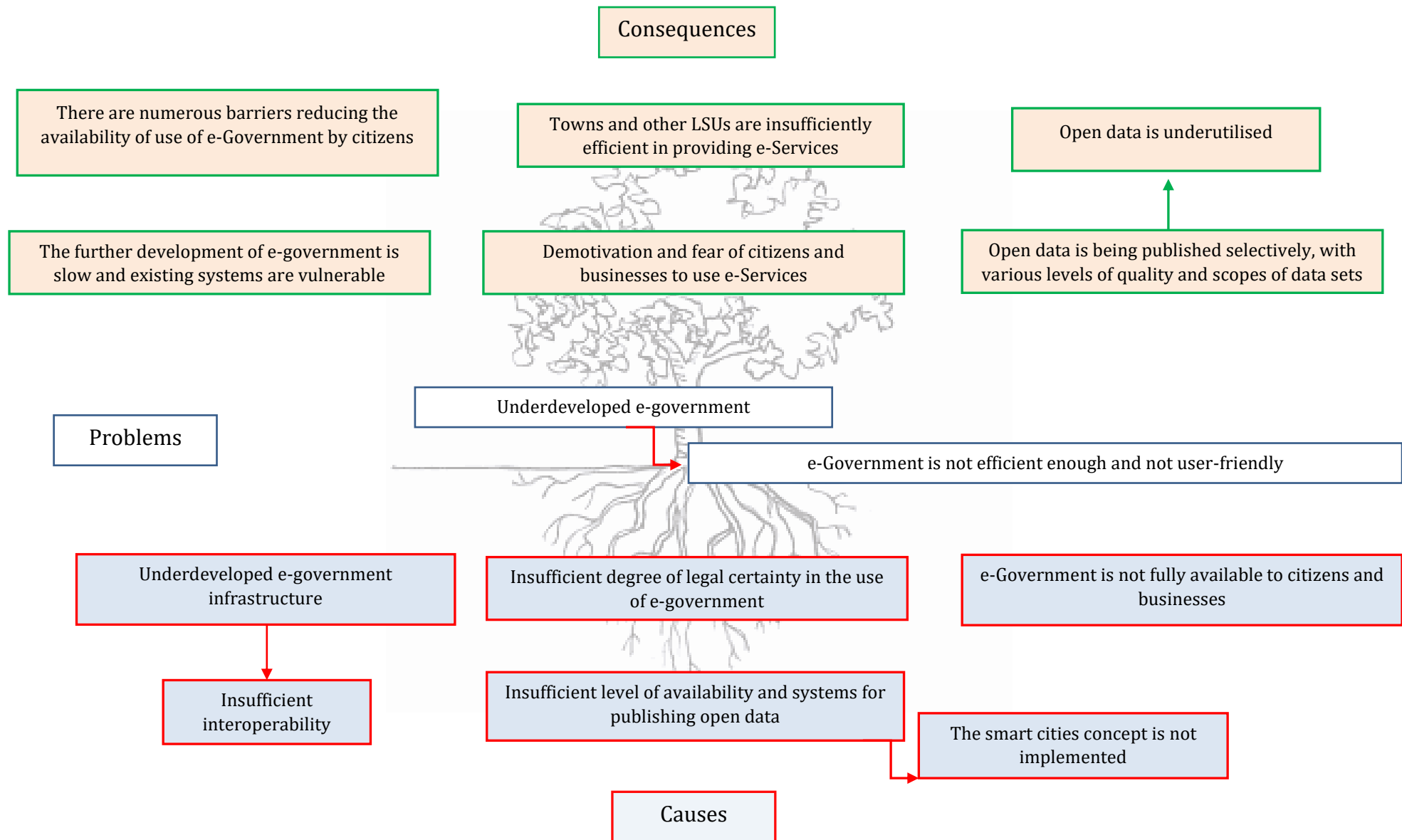
² *Report on the implemented Detailed impact analysis of the e-Government Development Strategy in the Republic of Serbia 2015 – 2018, produced as part of the project: Support to Public Administration Reform under the PAR Sector Reform Contract*

³ *International competitiveness listings, an analysis produced by NALED consultants as part of the project: e-Government Development Programme - UNDP*

3) PROBLEMS, CAUSES AND CONSEQUENCES

The problem tree has already been presented in the text of the Programme, but we will elaborate it further in this analysis, first by presenting it visually for clarity, then introducing data relevant for the Programme into this picture. Thereafter, the text will be elaborated in a table.





Problem	Underdeveloped e-Government - e-Government is not efficient enough and not user-friendly
Causes	<ol style="list-style-type: none"> 1. Underdeveloped e-Government infrastructure <ol style="list-style-type: none"> 1.1. Inadequate capacities of the existing state data centre in Belgrade 1.2. Insufficient technical and organisational development of a single information-communication network in e-Government 1.3. No single electronic registry or electronic archive established - office work is still largely performed in the traditional way 1.4. Underdeveloped joint (shared) IT services for public administration purposes 1.5. Underdeveloped existing registers and records maintained in electronic form 1.6. There is a large number of missing registers and records 1.7. There is no strategic approach to retaining and developing professional IT staff in public administration, or staff for managing IT projects 1.8. Insufficient capacities of public servants for work in a digital environment 1.9. At the national and local level, underdeveloped institutional and legal framework for implementing e-Government 1.10. Information security insufficiently established and not all standards for information security established 2. Insufficient degree of legal certainty in the use of e-Government <ol style="list-style-type: none"> 2.1. The national legal framework not completely regulated in the field of e-Government 2.2. Inspection supervision over the quality of the provision of e-Government not fully established in an effective manner 2.3. The mechanism for updating data in registers and records, as well as the main register, not fully established 2.4. Inadequate use of e-Government in the judiciary 2.5. The legal framework for the use of qualified e-Signatures and qualified e-Seals not fully defined 2.6. No efficient e-Delivery to citizens and businesses in procedures implemented by public administration has been established 3. e-Government is not completely available to citizens and businesses <ol style="list-style-type: none"> 3.1. The e-Government Portal is not fully functional or user friendly 3.2. Insufficient functionality of user services 3.3. User support for e-Service providers is provided selectively and not for a large number of services 3.4. Low awareness of civil servants and citizens of the importance of the digitalisation of public administration 3.5. A one-stop-shop that would provide services for multiple bodies or LSUs has not been established 4. Insufficient level of availability and systems for publishing open data <ol style="list-style-type: none"> 4.1. Underdeveloped legal framework for open data 4.2. Underdeveloped open data portal 4.3. The smart cities concept is not implemented
Consequences	<ol style="list-style-type: none"> 1. The further development of e-Government is slow and existing systems are vulnerable <ol style="list-style-type: none"> 1.1. The limited capacities of the state data centre are making the further development of full-scale e-Services impossible and create a risk from the standpoint of information security 1.2. Single information-communication network - lack of redundant nodes and redundant links 1.3. High expenses of running a traditional registry and archive. There are no links between the registries and archives of public administration bodies

	<p>1.4. Non-unified electronic identity of public administration bodies contributing to the risk of decreasing information security and legal certainty</p> <p>1.5. A higher level of interoperability between registers, and therefore bodies is being made impossible, thereby reducing the potential for the implementation of the Law on the Administrative Procedure regarding the mandatory exchange of information between bodies in administrative proceedings</p> <p>1.6. Public administration does not have adequate human resources to establish and maintain IT systems relevant for providing e-services and ensuring interoperability between bodies</p> <p>1.7. Insufficient number of state officers and civil servants that have the knowledge required to work in a digital environment</p> <p>1.8. Inadequate institutional structure for coordinated management and development of e-Government contributes to inefficiency in the implementation of e-Government</p> <p>1.9. An underdeveloped legal and institutional framework for information security is creating a risk for the functioning of e-Government</p> <p>2. Demotivation and fear of citizens and businesses for using e-Services due to low legal certainty</p> <p>2.1. Underdeveloped legal framework for the use of e-services</p> <p>2.2. Unequal quality and standards regarding the provision of e-Government</p> <p>2.3. There is a significant risk of incorrect and outdated data in registers and records</p> <p>2.4. Courts not ready to accept electronic documents and run proceedings in a digital environment</p> <p>2.5. Non-uniform use of e-Signatures and e-Seals</p> <p>2.6. Inefficient delivery contributes to the risk of implementing e-Government, and creates the risk of slow e-Government development</p> <p>3. There are numerous barriers making the use of e-Government by citizens less available</p> <p>3.1. The e-Government Portal is inaccessible in regards to its complicated use and navigation on the portal itself</p> <p>3.2. Traditional provision of public services produces considerable administrative costs</p> <p>3.3. There are no standards for the provision of user support for e-Government users, thereby seeming complicated and de-incentivising parties from using them</p> <p>3.4. There is no rationale about the importance of the digitalisation of public administration at the public administration level, thereby creating a resistance towards digitalisation</p> <p>3.5. Local self-government units and state bodies with a low capacity for providing e-Government are unable to pool their capacities and organise a one-stop-shop where users of multiple public administration bodies would have access to e-services provided by the given public administration bodies</p> <p>4. Open data is being published selectively, with various levels of quality and scopes of data sets, and not used regularly by stakeholders</p> <p>4.1. The inadequate legal framework is contributing to uncertainty in the use of open data</p> <p>4.2. The underdeveloped Open Data Portal is not user-friendly regarding navigation and downloading of databases</p> <p>4.3. Traditional provision of services at the local level is creating high administrative costs</p>
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4) CONDITIONS FOR MAKING CHANGE - CURRENT STATE OF PLAY OF E-GOVERNMENT IN THE REPUBLIC OF SERBIA

An Analysis of the Current State of Development of e-Government in the Republic of Serbia⁴ has been produced with the aim of determining the current state of development of e-Government in the Republic of Serbia. The analysis covered both the current state of use of information technologies in Serbia and the potential for the development of e-Government, as well as an analysis of the availability of e-Government, and/or e-Services for businesses and citizens.

The current state of use of information technologies in Serbia can be assessed based on available data on the use of ICT technologies such as: internet access, owning a device for accessing the internet, availability of broadband internet connections and use of e-Government services, etc.

a) Internet access

According to data available⁵ from the Statistical Office of the Republic of Serbia, one in four citizens of Serbia have never used the internet.⁶

b) Owning a device

According to available data, one in five citizens of Serbia have never used a computer.⁷

c) Broadband internet connection

A total of 72.5% of the households in Serbia have a broadband internet connection that provides faster internet access and downloads.⁸

d) Use of e-Government services

⁴*Analysis of e-Government in Serbia – Results of the Consultative Process*, produced by NALED consultants as part of the project: e-Government Development Programme - UNDP

⁵ Source: 2018. Use of information-communication technologies in the Republic of Serbia. Belgrade: Statistical Office of the Republic of Serbia.

⁶ The internet is used by fewer women (70.0%) compared to men (76.8 %). Regarding the age structure of the population accessing the internet, it is encouraging that over 90% of the population up to 44 years of age are actively using the internet. The educational structure shows that less than half the citizens with education below a secondary level have not used the internet, while on the other hand, individuals with secondary (83%), post-secondary and university education (90.8%) tend more towards using the internet (SORS, 2018).

⁷ While nearly two thirds of households in Serbia have a computer (72.1 %), with the City of Belgrade at the forefront (81.1%) (SORS, 2018), Central Serbia (69%) and Vojvodina (69.3%) are behind the national average, (SORS, 2018). It is also noticeable that more men have a computer than women, 74.5% of men have a computer compared to 67% of women (SORS, 2018).

⁸ This percentage reaches 82.1% in Belgrade, while in Central Serbia it amounts to 68.8 %, and in Vojvodina 70.3% (SORS, 2018).

According to data available from the Statistical Office of the Republic of Serbia⁹ for 2017, 32% of the internet population uses e-Government services (SORS, 2017). According to SORS estimates, this number amounts to around 1 270 000 persons (2017). Having in mind the total population of Serbia and the number of users that have never used the internet, we may conclude that compared to the total population this number remains very low.¹⁰

Regarding companies, according to official SORS data 98.6 % of them used public administration e-services in 2016 (2017).¹¹

a) Technical capacities of e-Government

The technical capacities of e-Government have been reviewed through the results of the consultative process implemented under the procedure of drafting the Programme. Under this process, state bodies have provided responses to a questionnaire that covered information on the infrastructure and technical capacities for the development of e-Government, regarding the stability of their internet connection, computer equipment, age of computers, etc. According to statements given by the institutions the majority of civil servants providing services to citizens and businesses have a computer in their workplace. Only the MoI and Administrative Court stated that some of their officers (5% on average) do not have a computer. However, the age of computers in the institutions presents a problem.¹² Old equipment can slow down and hamper the introduction of e-Government and create resistance among civil servants working directly in the provision of services to citizens and businesses. One priority for the Government of the Republic of Serbia during the forthcoming years should certainly be replacing old computers with the aim of maximising the productivity of officers and efficiently implementing e-Government.

The surveyed institutions, on average and without considering local self-governments, have around 120 branch offices/local offices with, on average, 80% having a stable internet connection.

An important precondition for issuing electronic documents by state bodies and institutions is the use of electronic signatures. On average, only one in three officers signing documents in state institutions have electronic signatures.

Regarding data centres, the majority of institutions (19 of 21) stated that they have their own data centres. Although on average 65% of the server capacities of the institutions are full, the majority of institutions (18 of 21) do not plan to migrate their data to state servers soon. In the

⁹ Source: 2017. Use of information-communication technologies in the Republic of Serbia. Belgrade: Statistical Office of the Republic of Serbia.

¹⁰ According to available data, 31.3% of internet users use the internet to obtain information from public administration websites, 20.2% to download forms, while 16.8% stated using the internet for submitting completed forms (SORS, 2017). The most frequent reason stated for not submitting completed forms was that there was no need to submit completed forms (SORS, 2017).

¹¹ Although this percentage is very high, data does not indicate whether this relates to only one service used by the majority of companies, downloading forms, etc. and it is not clear whether this relates to full online service provision.

¹² 21 institution participating in the survey inventoried a total of over 50,000 computers, with almost 50% of them older than 5 years. The situation is the worst at the Tax Administration, Ministry of Defence and Republic Geodetic Authority, where 100, 90 and 80% of computers, respectively, are older than 5 years.

survey the institutions stated that even though they do not plan for the migration of data, they do plan to use the state data centre as their location for data recovery.

b) Human resource capacities for e-Government

To be introduced and efficiently implemented, e-Government requires a certain degree of computer literacy both among citizens and businesses, as well as among the officers that need to implement electronic procedures and services.

Among the 21 surveyed institutions, only two institutions, the Ministry of Labour and the Ministry of Environmental Protection, stated that some of their officers do not know how to use a computer in regards to its basic functions - starting a computer, using Microsoft Word/Microsoft Excel, using the internet, e-mail, etc. Thus, among the 15,200 officers employed by the surveyed institutions, around 600 (i.e. around 4%) do not know how to use a computer. During the forthcoming period, in addition to training for the use of specialised software for providing services, it is necessary to organise general training such as training for the use of Microsoft Office programmes, etc.

A total of 14 institutions expressed a need for additional training in the field of:

- Use and validation of electronic signatures;
- Project management;
- Use of the Microsoft Office package;
- Implementation of public procurements;
- Creation of e-services;
- Use of e-ZUP;
- Data opening and visualisation, etc.

Although all of the surveyed institutions stated that they have a separate service or person tasked with IT, i.e. the maintenance of the network and IT systems, 14 of 21 institutions stated a need for additional staff, particularly IT experts. On average, one IT person is hired for every 25 civil servants engaged.

One important type of savings that the introduction of e-Government will produce are savings in expenses for the maintenance and archival of paper documents.¹³

c) Records and registers

Perhaps the most important precondition for the development of e-Government in Serbia is the digitalisation and “clean-up” of databases, records and registers kept by institutions with the aim of networking data between institutions and guaranteeing correct, reliable and up-to-date data. The survey inventoried a total of 136 databases/records/registers, with nearly one third of them (31%) kept on paper. Since the

¹³ The surveyed institutions have a total of around 80,000 m² of warehouses storing paper documentation, with 85% of the capacities already full on average. Some of the institutions could not estimate the size of their warehouses, so they were not included in the total surface area.

efficient networking of institutional data requires data to be in a machine-readable format, an absolute priority during the forthcoming period must be the digitalisation of institutional records.

Most public administration bodies obtain data from other institutions based on official duties.¹⁴ However, the method of receiving data from other institutions is a problem, since 37% of data is still being transferred by notice through mail or by other means (on CD, USB flash disks, etc.). There are numerous examples in practice where procedures require the delivery of extracts, certificates or other evidence of facts from public registries by the party submitting the request.¹⁵

Furthermore, more than half the surveyed institutions state they still have numerous problems in obtaining data based on official duties through the public administration service bus and/or the information system on the bus, the so-called eZUP, noting primarily the slow delivery of data, the obsolescence of applications and software, certain records being outdated, etc.

d) Services for citizens and businesses

The main reason for introducing e-Government is said to be the introduction of an efficient public administration for citizens and businesses, thus a separate segment in the questionnaire was related to services provided by institutions to citizens and businesses, and the methods of informing and communicating with the parties submitting the requests.

Among the over 1700 services provided by institutions to citizens and businesses, according to the survey on average 35% of the requests are being submitted electronically, and the remaining 65% in paper. This does not mean that 35% of all services are available in electronic form, since, unfortunately, the questionnaire cannot be used to determine this fact.

The responses to the questionnaire indicate that a large number of institutions (14 of 21) use the e-Government Portal, but the electronic procedures they listed in the questionnaire mainly involved the services of scheduling appointments to receive or submit documents, etc. The majority of procedures cannot be fully processed electronically. Instead, the requests are sent in electronically, and the institution prints them out and processes them on paper. Thus, according to questionnaire data, only 5 of the 21 surveyed institutions adopt electronic acts.

One of the indicators that it is frequently impossible to complete a procedure fully electronically is the need to submit evidence about payment of fees in the form of a scanned payment certificate or even as copies of bank statements.

¹⁴ Only two surveyed public administration bodies stated that they do not receive data from other institutions based on official duties, and three that they did not send data from their records based on requests by other institutions, even though this is an obligation as per articles 9 and 103 of the Law on the General Administrative Procedure (*The Official Gazette of the Republic of Serbia*, No. 18/2016).

¹⁵ For example, the Register of Administrative Procedures currently being formed by the Public Policy Secretariat – the required documents of institutions still list numerous extracts and certificates about data maintained in public records.

The reasons listed by institutions for not using the e-Government Portal include difficult and slow access to data, incompatibility of their software with the e-Government Portal, internet connection issues, etc. Therefore, in the forthcoming period work should be done to resolve these issues.

A very important segment for the sustainability of the system for the provision of e-services is support to the officers providing e-services to citizens and businesses in regards to the capacities for support and assistance in case of encountering technical difficulties in processing requests at the daily level. Only one institution stated that it does not have technical assistance in the provision of e-services, while the majority of the surveyed institutions (14 of 20) stated that they use an internal IT department for assistance.

In this regard, it is necessary to provide support for all institutions for all services provided electronically with the aim of ensuring system sustainability and encouraging other institutions to digitalise their procedures.

It is also important that there exist an organised way of providing help to citizens and businesses, i.e. parties submitting requests, in the electronic submission of requests aiming to promote the use of this method of communication with the state.¹⁶ In addition to providing help to parties submitting requests, the questionnaire checked whether the institutions have organised a form of support for submitting parties in the form of video instructions, schematics, diagrams or classical training.¹⁷

Institutions that said they do not provide any form of support to parties submitting requests listed four main reasons in equal measure:

- Lack of funds to prepare and update materials;
- Lack of human capacities;
- Lack of developed mechanisms/procedures for receiving and responding to user questions;
- Lack of technical capacities (equipment for a call centre, portal, etc.).

e) Information security in e-Procedures

The majority of surveyed institutions (13 of 21) have adopted an Act on Information Security.¹⁸ All of the institutions stated that they have certain forms of backup systems.

¹⁶ Most institutions (14 of 20) stated that they provide help to users for the majority of the services they provide. This help is mainly provided by institutions through e-mail upon the user's request (for 46% of services), as well as through call centres (34%) or a "Frequently Asked Questions" section on institutional websites (20%). As many as one third of the institutions said that, if they do have a "Frequently Asked Questions" section on their website, they rarely update these questions.

¹⁷ Of the 21 surveyed institutions, 11 (i.e. over 50%) did not prepare this form of support for the end users.

¹⁸ Furthermore, the majority of surveyed institutions (15 of 21) registered several interruptions in the work of the information systems during the past year, and 12 of 21 institutions registered hacker attacks during the past year, mainly on institutional websites or through e-mail.

An Analysis of the comparative practice and ranking of Serbia in the field of e-Government on international competitiveness listings was produced with the aim of analysing the current ranking of the state of e-Government development in the Republic of Serbia on international competitiveness listings.¹⁹

The analysis covered several different indices, indirectly or directly measuring and/or ranking states according to the development level of e-Government or specific sets of online services available to citizens and businesses. The indices measuring e-Government efficiency directly are: European Union e-Government Benchmark and the UN e-Government Development Index and e-Participation Index. Complementary indices, i.e. indices not dealing directly with e-Government, but only its segments or indirectly measuring the development level of certain services for the citizens and businesses are: Global Competitiveness Report produced by the World Economic Forum and the World Bank Group Doing Business report, as well as the Open Data Readiness Assessment - World Bank and UNDP.

Although this analysis shows that according to the majority of indicators from the analysed competitiveness listings Serbia is ranked worse than EU states in the field of e-Government, Serbia has clearly made considerable progress in this field on international competitiveness listings during recent years. Thus, according to the United Nations e-Government Survey 2018²⁰, Serbia:

- In regards to the above UN e-Government Index²¹, assessing the development of e-Government of United Nations member states, Serbia moved from 69th place in 2014 to 49th place in 2018 ;
- In regards to the e-Participation Index²², assessing the use of e-services in United Nations member states, Serbia moved from 81st place in 2014 to 48th place in 2018;

However, in regards to the e-Government Index, Serbia dropped 10 places from 2016 to 2018 (it was at 39), and in regards to the e-Participation Index it dropped as much as 31 places (it was at 17). A consequence of this drop is that other countries have achieved considerable results in the field of development of telecommunications infrastructure and human resources, so it is necessary for Serbia to rapidly develop e-services for citizens and businesses. It should be noted that in these competitiveness listings neighbouring countries, with the exception of Bulgaria, are mainly behind Serbia.

According to the Global Competitiveness Index²³, Serbia is 65th among 140 countries, through improvements to the overall score²⁴.

In the field of adoption of information technology and the field of transparency of spending of budget funds there is room for improvement through the opening of national, provincial and local budgets in a machine readable format. In the field of digital skills for citizens Serbia is 73rd out of 140 countries. Under the e-Participation indicator Serbia is ranked 47, a drop compared to last year's ranking for this indicator taken from UN reports.

¹⁹ *International competitiveness listings*, an analysis produced by NALED consultants as part of the project: e-Government Development Programme - UNDP

²⁰ Source: 2018. *United Nations E-Government Survey 2018: Gearing e-Government to Support Transformation towards Sustainable and Resilient Societies*.

²¹ <https://publicadministration.un.org/egovkb/en-us/Data-Center>

²² <https://publicadministration.un.org/egovkb/en-us/Data-Center>

²³ Source: 2018. The Global Competitiveness Report. Cologne/Geneva: World Economic Forum <http://reports.weforum.org/global-competitiveness-report-2018/competitiveness-rankings/#series=UNPANEPARTIDX>.

²⁴ Note that the ranking is not comparable to previous years due to methodological changes.

Improvements are possible through establishing the obligation of publishing draft regulations and collecting citizen comments on the national portal, as well as collecting information from citizens regarding the functionality of the services provided.

In the World Bank Doing Business list²⁵, Serbia was 48th in 2018. Although the overall score of Serbia was improved, other countries innovated faster, thus Serbia registered a drop compared to last year. There is room for improvement in the development of e-services for businesses, primarily: e-Counters for real estate where the registration and changes of rights, liens and information on real estate is to be conducted electronically, along with the automation of the calculation of forthcoming tax obligations based on this, electronic registration of multi-member LLCs, e-Auctions, e-Enforcement, improvement of the scope of data contained in the Credit Bureau, e-Customs.

²⁵ Source: 2019. Doing Business 2019: Training for Reform. Washington: The World Bank Group.

5) RISK IDENTIFICATION

The most important risk for Programme implementation is **political risk**. Namely, the adoption and implementation of such an ambitious Programme indicates the priorities of the current composition of the Government of the Republic of Serbia. Although strong support is expected for the implementation of the Programme, changes at the head or in the composition of the Government may impact changes of priorities in the Government. In case of a minister coming into office with different reform agendas, the speed or dedication to the implementation of the measures planned by the Programme may decrease. The place and importance of the Office for IT and e-Government (hereinafter: ITE Office) is also important to note in the current constellation, along with the need for further strengthening its role, a precondition for the implementation of numerous Programme measures. However, this risk is partly mitigated by the fact that a large part of the Programme is based on EU values and harmonised with the requirements of accession, and as such it should be implemented regardless of specific human resource solutions. Furthermore, additional security for the implementation of this programme stems from the fact that the implementation of this Programme relies to a great extent on other obligations of the Republic of Serbia, primarily towards the World Bank, so any changes in the schedule or scope of this Programme would also have negative financial consequences based on this contractual relationship.

Another important risk for the implementation of the Programme is **potential resistance by public administration employees towards changes to the work methods**, required by e-Government, primarily work with information technologies, downloading data and documents through e-services, the use of e-certificates, etc. As a rule, public administration is slow to accept changes, and the implementation of e-Government requires significant steps forward in the work methods of civil servants, from the way procedures are being implemented, to working actively in a computer environment differently than before. These significant changes can cause distrust among civil servants and refusal to actively participate in the process, thereby the implementation of the Programme may slow down significantly. During the implementation of new e-Government processes, it is always necessary to keep in mind that employees are used to governing them, thus they will have difficulties letting software solutions manage processes. Although state bodies have participated in drafting the Programme, the staff will, as a rule and because of the above reason, meet new processes in a critical manner. Therefore it is necessary to continuously train staff and develop a clear communication plan that would push information in a top-down manner, from management towards staff. It is also necessary to constantly indicate good practice examples, because there are always organisational units ready for innovation and improvements to business processes. The best practical example is an indicator that the practice can be implemented in other organisational units in the same manner. Promoting best examples leads to uniform practices at the highest, and not the lowest levels. This is the only way to combat public administration inertia regarding changes that need to be implemented so that e-Government would fully come to life.

A third significant risk for implementation is **potential lack of coordination in the implementation of Programme measures and activities**. Existing capacities of the ITE Office tasked with the coordination of the implementation of the Programme may prove to be insufficient, having in mind the ambitious nature of this programme. This risk is partly mitigated through the establishment of a project implementation unit with the ITE Office, representing an integral part of the World Bank project. The PIU with the ITE Office will coordinate activities related to the Enabling Digital

Governance project, so the focus should be on the remaining measures and activities. The ex-ante analysis points out the need for expanding the current capacities of the ITE Office in several places so that the Programme could be efficiently implemented, and the risk of poor implementation mitigated. Within this risk, the risk of overlap of the competences of the ITE Office and Ministry of Public Administration and Local Self-Government is particularly notable, potentially leading to confusion and issuing different directives for the same issue during Programme implementation. Particular attention should be given to overlaps of competences regarding the regulation and implementation of e-services between the Ministry of Trade, Tourism and Telecommunications, with competence over the field of e-commerce and the Ministry of Public Administration and Local Self-Government, with competences over the field of e-Government. The Ministry of Justice also holds an important place in the planning and implementation of public policies for the development of the judiciary. It needs to accept electronic procedures implemented by public administration and electronic documents adopted in these procedures as evidence of equal validity. Particular attention was given in drafting the Programme to plan measures that will provide for the coordinated running of public policy in these mutually highly dependent areas and sectors. It is very important to implement and consistently elaborate these measures through public policy documents that will be adopted during the forthcoming period.

The fourth risk is a **lack of funds for Programme implementation**. This risk is significantly mitigated by financing a large number of measures and activities from the entire Programme, including the most expensive ones related to the development of e-Government infrastructure, from a World Bank loan. Some measures that need to be financed from donations that will be secured subsequently, primarily measures for the opening of data in public administration, have been marked as conditional, in accordance with Article 37, paragraph 3, items 6), point 1 of the Regulation on the methodology for public policy management, impact analysis of public policy and regulations and content of individual public policy documents (*The Official Gazette of the Republic of Serbia*, No. 8 of 8 February 2019) (hereinafter: Regulation on the methodology for public policy management).

The implementation of this Programme does not present a significant risk for the **environment in the country**. Quite the contrary, Programme implementation will contribute to improving the environment in Serbia. The introduction of e-Government will lead to a decrease in the use of paper and other office supplies, thereby reducing the need for cutting trees and other raw materials, and consequently reducing the amount of produced office waste. This preserves the environment both through less cutting of trees to produce paper, as well as through lower pollution due to waste.

III RESULTS OF THE IMPLEMENTED IMPACT ANALYSIS

1) OVERALL OBJECTIVE AND IMPACT INDICATORS OF THE PUBLIC POLICY

The PA Development Strategy and e-Government Development Strategy in the Republic of Serbia 2015-2018 (*The Official Gazette of the Republic of Serbia*, No. 107/15) (hereinafter: e-Government Development Strategy) and relevant action plans clearly show the direction for public administration development. In this regard, there are no deviations from similar planning documents from other countries, nor are there doubts about changes to the direction taken regarding public administration reform by this strategic public policy document. The key challenge for a successful digital transformation of public administration in Serbia is setting a foundation that will make it possible to retain the set course, i.e. to implement the planned measures in all segments of public administration, in a manner that provides for the efficient and coordinated functioning of the system.

When identifying public policy in the field of e-Government it should be kept in mind that ICT has been undergoing an extraordinary expansion during the last twenty years. It is a technological revolution that has encompassed all areas of life, from business to private, offering great opportunities for the development of the economy and society in the broadest sense through the process of digitalisation. It is precisely these opportunities and the speed of ICT improvement that require a high degree of caution when planning their introduction and implementation. Caution is mainly necessary due to the speed and thoroughness of changes that need to be implemented with the goal of digital transformation. Technical solutions are the least part of this, since they are currently moving several steps ahead of the potential for their full absorption. This is particularly true in the public sector where, due to the size of the system and budget limitations, available human resources and rigidity of administrative procedures, it is necessary to carefully measure the real needs of citizens and businesses and their expectations against its own needs and capacities. This means that the issue of e-Government development is not primarily technical but organisational in nature, i.e. e-Government is mainly a state of mind, or a way to view the role and functioning of public administration in the 21st century, while technology is a basis for this vision and enables its implementation. We note that during the drafting of the Programme we kept in mind the key role for a modern public administration, i.e. that public administration is a service for citizens and businesses, and not an authority, and that public administration exists for the citizens and businesses, and not the other way around. Therefore the Programme measures were planned to guide the development of e-Government in Serbia so that it is fully established as a service for citizens and businesses. The digital transformation of public administration in Serbia planned by the Programme should enable progress in all segments of public administration work, by enabling the efficient, transparent, consistent, cost-effective and responsible performance of public duties. The European Union e-Government Action Plan for the period 2016-2020 defines a vision and principles for the further development of e-Government, and the Programme has been harmonised with these, relating, inter alia, to digitalisation as a standard, inclusion and accessibility, openness and transparency, interoperability, reliability and security, as well as user-friendliness.

Because of the above, the overall objective of the Programme was defined as follows:

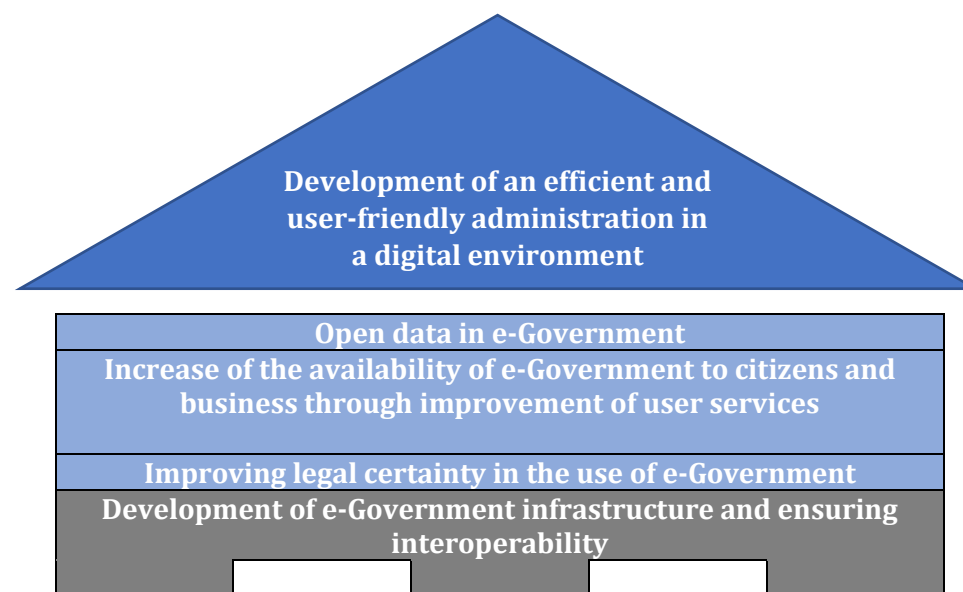
Development of an efficient and user-friendly administration in a digital environment

Note that this objective is fully harmonised with Measure 1.4 of the PA Development Strategy, with the title: “Establishing solid coordination mechanisms that will enable the harmonious development and functioning of public administration, and completion of the legal framework and procedures for the development of e-Government”, established to achieve specific objective 1 of the PA Development Strategy, formulated as: “Improving the organisational and functional subsystems of public administration”. Note that this is precisely the measure that envisages the implementation of the activity: “Drafting and adoption of the e-Government Development Strategy in the Republic of Serbia and Action Plan for the implementation of the e-Government Development Strategy in the Republic of Serbia 2015 – 2018”, and the adoption of the Programme is a continuation of this activity.

OVERALL OBJECTIVE	<i>Development of an efficient and user-friendly administration in a digital environment</i>					
INSTITUTION RESPONSIBLE FOR MONITORING AND IMPLEMENTATION	MPALSG					
Impact indicator	Unit of measure	Source of verification	Baseline value	Baseline year	Target value during the last year	Final year of Programme validity
	EU e-Government benchmark	e-Government Benchmark Report	37%	2019	61.75%	2022

To achieve the overall objective defined as above, the Programme defines specific objectives, schematically set up from a base towards further development. The first objective in line is aimed at the development of infrastructure, i.e. the foundation that is a precondition for e-Government development, the second at the acceptance of electronic procedures and documents by e-Government participants and all segments of authorities, and the other objectives are aimed at achieving the effects, i.e. benefits produced for businesses and citizens, and therefore society in general, by e-Government.

Schematic overview of the overall and specific objectives



2) SPECIFIC OBJECTIVES OF THE PROGRAMME AND OUTCOME INDICATORS OF THE SPECIFIC OBJECTIVES

a) DEVELOPMENT OF E-GOVERNMENT INFRASTRUCTURE AND ENSURING INTEROPERABILITY

Achieving the above overall objective depends on the efficient use of ICT by public administration, which in turn primarily depends on the available infrastructure and professional staff capable of maintaining the existing e-Government system, and planning and implementing its further development. This foundation, if lacking, may lead to the justified question of sustainability of any developed ICT tool or system, regardless of how advanced it may be. The situation in the field specifically indicates issues with the ICT infrastructure and human resources. Deficiencies in human resources are reflected both in the lack of qualified IT staff, as well as the inadequate level of computer literacy of civil servants, including state administration, which is a condition for implementing e-Government.

Another issue is posed by the lack of social awareness of the need and importance of the digital transformation. To capture the scope of this reform, it is important to recall that public administration, according to the Law on e-Government (*The Official Gazette of the Republic of Serbia*, No. 27/18) covers an extremely broad and diverse system of public authority, from state bodies and organisations, local self-government bodies and organisations, through institutions and public enterprises, to natural and legal persons entrusted with public authority (public enterprises, notaries public, public enforcement officers, etc.). All segments of this large system utilise ICT in their work, to a greater or lesser extent. Because of the need for automated data exchange, and the need for communication between various segments of public administration in connected procedures, particularly within one-stop-shop systems, it is necessary to provide for the functioning of e-Government in accordance with standards that enable interoperability and up-to-date data.

Due to all of the above reasons the first specific objective of the Programme was defined as follows:

Development of e-Government infrastructure and ensuring interoperability

To achieve this objective the Programme plans for measures aimed at developing the tangible and human resources required for the functioning of e-Government and improvement of its interoperability.

SPECIFIC OBJECTIVE 1		<i>Development of e-Government infrastructure and ensuring interoperability</i>					
INSTITUTION RESPONSIBLE FOR MONITORING AND CONTROL OF IMPLEMENTATION			MPALSG				
Impact indicator 1	Unit of measure	Source of verification	Baseline value	Baseline year	Target value in 2020	Target value in 2021	Target value in 2022
	Number of state bodies using data management and storage centres in production, and/or operational use	Work report of data centres - ITE	37	2019	60	100	150
Impact indicator 2	Number of LSUs using data management and storage centres in production, and/or operational use	Work report of data centres - ITE	0	2019	5	20	45
Impact indicator 3	Number of services downloading data from the Central Population Register	Work report of the Central Population Register	0	2019	1	5	10

b) IMPROVING LEGAL CERTAINTY IN THE USE OF E-GOVERNMENT

The successful and sustainable digital transformation of public administration in Serbia cannot be achieved unless full legal certainty is provided in the use of e-services, primarily in the electronic implementation of administrative procedures. Therefore, in order for citizens and businesses to accept e-Government, it is necessary to undertake measures that will lead to the achievement of legal certainty in this area, thus the second most important specific objective of the Programme has been defined as:

Improving legal certainty in the use of e-Government

Regarding measures to improve legal certainty in the use of e-Government, note that key measures are those that should lead to the acceptance and support for e-Government in all segments of digital transformation by the judiciary. This should occur through both the equal treatment of electronic documents and electronic delivery as evidence in court proceedings, as well as through the running of court proceedings in a way that provides for the download of such documents and data from electronic databases. Without planning and implementing appropriate measures regarding the judiciary, e-Government does not stand a chance because it can be compromised both by the inconsistent court practice of the Administrative Court and general courts, as well as by subsequent views of the Constitutional Court of Serbia. Therefore, to achieve this specific objective, in cooperation with the ministry competent for the judiciary, the Programme plans measures aimed at the acceptance of e-Government by the judiciary and achievement of interoperability between the ICT systems of the administration and the judiciary, the establishment of inspection supervision over the quality of the provision of e-Government services, and qualified electronic storage of e-documents, since this is of key importance for the implementation of e-Government.

SPECIFIC OBJECTIVE 2		<i>Improving legal certainty in the use of e-Government</i>					
INSTITUTION RESPONSIBLE FOR MONITORING AND CONTROL OF IMPLEMENTATION			MPALSG				
Impact indicator 1	Unit of measure	Source of verification	Baseline value	Baseline year	Target value in 2020	Target value in 2021	Target value in 2022
	Number of court decisions delivered to the single electronic mailbox for commercial entities and natural persons	e-Government Portal	0	2019			
Impact indicator 2	Number of acts by inspection bodies	e-Government Portal	0	2019			

	delivered to the single electronic mailbox for commercial entities and natural persons						
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c) INCREASE OF THE AVAILABILITY OF E-GOVERNMENT TO CITIZENS AND BUSINESS THROUGH IMPROVEMENT OF USER SERVICES

Making public administration e-services accepted requires making them available to citizens and businesses. Therefore the third specific objective of the Programme was set as:

Increase of the availability of e-Government to citizens and business through improvement of user services

Regarding the increased availability of e-Government to citizens and businesses through the improvement of user services, this objective should be achieved by implementing measures aimed at both the optimisation and digitalisation of procedures, services, registers and records, as well as the improvement of the functionality and design of the e-Government Portal and the websites of public administration bodies, along with measures aimed at improving the implementation of certification, qualified electronic delivery, e-payments, popularisation of e-Government, etc.

SPECIFIC OBJECTIVE 3		<i>Increase of the availability of e-Government to citizens and business through improvement of user services</i>					
INSTITUTION RESPONSIBLE FOR MONITORING AND CONTROL OF IMPLEMENTATION			ITE Office				
Impact indicator 1	Unit of measure	Source of verification	Baseline value	Baseline year	Target value in 2020	Target value in 2021	Target value in 2022
	EU e-Government benchmark – Key Catalysts dimension	Index points - the EU e-Government benchmark using data collected for the preceding two calendar years	24	2019	35	45	54
Impact indicator 2	EU e-Government benchmark - User-Friendliness dimension	Index points - the EU e-Government benchmark using data collected for the preceding two calendar years	68	2019	73	76	82

d) OPENING DATA IN E-GOVERNMENT

The fourth specific objective was imposed through its specific nature and importance for the development of the economy and provision of information to citizens, defined as follows:

Opening data in e-Government

For the forthcoming period the Programme plans very significant and specific measures to achieve this extremely important quality of modern administration. These measures are: Improving the generation, updating and publishing of open data; Improving the Open Data Portal (integration of smart cities); Support for the use of open data; and Introduction of the concept of a “smart city” / e-City. Even if the implementation of the above measures was not planned, open data in e-Government would be protected at least at the level of principles used to plan and implement measures under the remaining specific objectives.

To understand the structural logic of the Programme, based on the consistency of the overall and specific objectives of the Programme, their overview is given in a format best indicating what specific objective will be used to further develop measures related to building the foundations of e-Government, and which specific objectives cover the development of measures aimed at the expansion of e-Services and raising the quality of e-Government.

SPECIFIC OBJECTIVE 4		<i>Opening data in e-Government</i>					
INSTITUTION RESPONSIBLE FOR MONITORING AND CONTROL OF IMPLEMENTATION			ITE Office				
Impact indicator 1	Unit of measure	Source of verification	Baseline value	Baseline year	Target value in 2020	Target value in 2021	Target value in 2022
	Number of datasets available at the Open Data Portal	Open Data Portal		2019			
Impact indicator 2	Number of users of applications implemented using open data from bodies	Open Data Portal - ITE, i.e. a report on the number of visits to applications and software solutions implementing using open data from bodies published on the Open Data Portal annually	0	2019	2000	3500	5000

3) REVIEWED OPTIONS AND EXPLANATION FOR THE PROPOSED OPTIMAL OPTIONS

a) OPTIONS ANALYSIS - METHODOLOGICAL NOTE

The options analysis for the implementation of the selected measures was undertaken based on a multi-criterion analysis, observing efficiency, effectiveness, consistency of the option in application, long-term sustainability of the solution, amount of administrative expenses, amount of direct expenses, transparency of functioning and implementation risks.

Each of the chosen criteria was rated 1 – 5, with 1 being the most unfavourable and 5 the most favourable score the option could get. Having in mind the limits of the available information, in certain cases the scores were assigned based on an expert estimate.

Finally, the obtained scores were added up and the option with the highest sum represents the best solution for implementing the measure. In most cases the final score difference between the first and second best solution is large enough to be able to conclude without reservation that the first-ranked option is also the best for implementation.

During the further implementation of the Programme and in light of new information, certain solutions may turn out to be insufficiently good or not quite as simple to implement as envisaged. Therefore replacing a chosen programme measure with a better and more efficient one should not be discounted, depending on new circumstances.

b) SCOPE OF THE OPTIONS ANALYSIS

During the drafting of the Programme the impact analysis of options was conducted having in mind that the funds for implementing certain Programme measures and activities were already secured from a World Bank loan, with clearly identified activities and investments to be implemented. These were primarily measures and activities under specific objective 1 - ***Development of e-Government infrastructure and ensuring interoperability***, therefore in this case there was no room for an options analysis, since the state has already decided on the measures to be implemented and how they will be implemented through the procedure for concluding the agreement. Regarding specific objective 2 - ***Improving legal certainty in the use of e-Government***, various options were analysed only regarding improvements to delivery in e-Government, since the remaining measures had no alternative, being aimed at ensuring legal certainty as a condition for the full implementation of e-Government, therefore the status quo option was out of the question. The highest number of optional measures were analysed under specific objective 3 – ***Increase of the availability of e-Government to citizens and business through improvement of user services*** and an analysis of the impact of these various options is presented below. The remaining measures under this specific objective also had no alternative options, except for the status quo option that was also unacceptable in these cases. Measures under specific objective 4 – ***Opening data in e-Government***, also have no alternative options, and they were planned having in mind the capabilities of the ITE Office and expected donor funds, primarily having in mind that they are aimed at achieving open data standards as a necessary standard for modern administration.

c) OPTIONS ANALYSED BY MEASURE

- **Measure 2.6 - Improving delivery in e-Government**

The delivery of writs to citizens and businesses is one of the most important problems in the functioning of public administration, including the judiciary in Serbia. Inefficient delivery reflected in the high rate of return of sent writs means high expenditures for the preparation and sending of writs that will not be delivered, since delivery must be repeated. On the other hand, a high rate of non-delivery also means high legal uncertainty, because proceedings are getting protracted, the coming into force, i.e. finality and/or legal force of the acts adopted in those proceedings is being delayed, and guaranteed rights, such as the right to the enforcement of acts, are being exercised with considerable delays. For example, the Misdemeanour Court in Belgrade sends between 5,000 and 7,000 summons and letters daily, with at least 4,000 being returned without evidence of delivery²⁶. Furthermore, according to data from the Misdemeanour Appeals Court in Belgrade for 2015, only one in five writs are successfully delivered²⁷. All misdemeanour courts in Serbia allocate around RSD 120 million for postal service annually, with a successful delivery rate of 30%²⁸.

There are no estimates of the financial damage to citizens and businesses because, for example, court hearings or enforcement procedures for final decisions are being delayed due to the non-delivery of summons or court decisions, but considering the rate of delivery failure it may be justifiably assumed that these are financially significant amounts. Furthermore, there are no estimates of the degree to which citizens and businesses withhold entering into business relations out of caution due to high legal uncertainty, but it is also justified to assume that these are financially significant numbers.

Option 1: Status quo option

Opting for the status quo option would mean that the issue of a low delivery success rate of writs issued by public administration to citizens and businesses will not be resolved. In practice, this means that the rate of successful delivery of writs remains at the 30%-35% level, meaning that the costs of delivery in proceedings run by public administration remain at current levels, along with the legal uncertainty of parties and

26 Politika daily newspaper, “Zašto prekršaji zastarevaju”, 16 April 2017, <http://www.politika.rs/scc/clanak/378572/Zasto-prekršaji-zastarevaju>

27 Radio 021, “Tek svaki četvrti sudski poziv uspešno se uruči”, 29 November 2015, <http://www.021.rs/story/Info/Srbija/123203/Tek-svaki-cetvrti-sudski-poziv-uspesno-se-uruci.html>

28 E-Kapija, “U Srbiji kazne izbeglo 90,000 građana - Zastarevanje sudskih predmeta godišnje košta državu 125 miliona dinara”, 1 June 2016, <https://www.ekapija.com/news/1454886/u-srbiji-kazne-izbeglo-90000-gradjana-zastarevanje-sudskih-predmeta-godisnje-kosta-drzavu>

their right to proceedings being completed within a reasonable time. Due to all of the above reasons the status quo option is unacceptable compared to the remaining options being considered.

Option 2. Delivery in accordance with the Law on e-Commerce, through providers of qualified electronic delivery services

The option under consideration involves conducting the development of the system for the provision of services and the provision of services itself through private providers of electronic communication²⁹.

A condition for the implementation of this option is the mass registration of addresses by citizens and businesses with a provider of qualified delivery. This is also the main problem with this type of delivery, since nobody can force primarily citizens to register an address for qualified electronic delivery. Not all citizens use electronic communication, so no obligation can be imposed on them to register such an address. Furthermore, the use of such an address creates costs for citizens. Therefore prescribing such an obligation for all citizens could be considered unconstitutional. Regarding commercial entities, it would be possible to prescribe an obligation for registering an address for qualified electronic delivery, and registering data on such an address in the Serbian Business Register run by the Business Registers Agency. Article 21 of the Company Law already prescribes that companies and entrepreneurs must register an e-mail address in that register. However, this obligation makes no sense because it registers only ordinary e-mail addresses, not suited for delivery in court and administrative proceedings, since they do not provide adequate proof of the time of delivery. This creates immense legal uncertainty regarding the correct delivery and effects of such delivery.

Regarded from the standpoint of public finance, this form of electronic delivery leads to no expenses for public administration, since its development and operational maintenance is handled by private enterprises.

Option 3. Delivery in accordance with the Law on e-Government, through the single electronic mailbox

²⁹ For a service provider to qualify as a provider of qualified electronic delivery, they must:

- Employ competent staff,
- Ensure funds for covering risks,
- Undertake measures against potential abuse,
- Use trusted systems,
- Prepare plans for terminating the provision of services.

The condition for the implementation of this option is the mass registration of e-Government users. This option would have the greatest effect if all adult citizens and businesses were to register as e-Government users, and therefore users of electronic mailboxes, and if all process regulations were amended so as to prescribe that all writs are, as a rule, delivered through the electronic mailboxes accessed through the e-Government Portal.

The Czech Republic was among the first in Europe to introduce this method of communication, i.e. delivery. Among others, Slovakia did the same, where each citizens automatically gets an open personal mailbox upon turning eighteen.

The users of these mailboxes are not charged any fees for this service. The use of mailboxes is free of charge to ensure that all citizens and commercial entities exchange writs with public administration bodies in this way. On the other hand, the only one-off expenditure that would exist for natural persons and business is the purchase of an electronic ID card reader, with an average market price of around EUR 10.

Estimates show that financial savings for the private sector in communication with public administration bodies in this way amount to 50% compared to paper form, without accounting for savings of time spent.

The implementation of this option is conditional on considerable financial investments by public administration, since it is responsible for the development and maintenance of this system. There is no data on the amount of costs of introducing this type of service for comparable European countries, but the development of this type of system in Singapore cost around USD 5 million, and involved the free-of-charge use of these services. However, the Singapore case shows that there is a certain risk of failure for this kind of project, if its use is left as optional. Namely, according to unofficial data, only 3,000 citizens registered to use this service during the first two years of its operation, whereas the set goal was 250,000³⁰.

It is important to note that the Government of the Republic of Serbia, i.e. the ITE Office, has already made considerable headway in implementing this option, meaning that the costs of introducing this service have mostly already been paid.

Conclusion:

The results of the implemented analysis show that both analysed options that involve changes to the current situation have nearly the same values in the final score, so their values can be significantly or crucially affected by an expert assessment of individual criteria.

Delivery through providers of qualified electronic delivery services represents a better solution from the standpoint of budget expenditures, because the costs of implementation of a delivery system through an address for qualified electronic delivery, as well as the costs of system

30 The Straits Times, OneInbox, digital mailbox service for public, to end in June, 6 April 2017, <https://www.straitstimes.com/singapore/digital-mailbox-service-for-public-to-end-in-june>

maintenance are borne by private providers of such services. However, citizens cannot be obliged to use such services, therefore there is a high risk that this solution would not be broadly accepted, and the problem of inefficient delivery would not be solved by this option, except in the case of delivery to commercial entities that can be mandated to register such an address through amendments of the Company Law.

Regarding the option of delivery through electronic mailboxes, the main issues for choosing it are the costs of development, administration and updating of the single electronic mailbox system on the e-Government Portal that may amount to several million euros³¹. This could be particularly problematic in case the project fails, as was the case in Singapore, since international experience shows that interest among companies for receiving writs in this way is low. Namely, in all of the reviewed countries companies prefer to receive writs in the traditional manner, in paper. Therefore it is necessary to design benefits that would make citizens agree to register as e-Government users. These may be lower fees for electronic procedures, etc.

Ensuring efficient e-Delivery to citizens and businesses in procedures implemented by public administration

	Status quo	Delivery in accordance with the Law on e-Commerce, through providers of qualified electronic delivery services	Delivery in accordance with the Law on e-Government, through the single electronic mailbox
Efficiency	1	4	4
Effectiveness	1	5	5
Consistency	1	4	5
Sustainability	1	4	4
Amount of administrative expenses	5	5	3
Amount of direct expenses	5	5	3
Transparency	5	4	5
Implementation risks	1	4	5
Final score	20	35	34

- Measure 3.3 Providing support to e-Government users – activity: Improving contact centres for support to citizens and businesses

³¹ The development of a similar system in Singapore costs USD 5 million.

The functioning of e-Government, particularly in the beginning, represents a problem for citizens used to traditional, paper-based conduct of administrative procedures. A key measure for the acceptance of e-Government by citizens is the establishment of help desks - contact centres for support to citizens and businesses, and their continuous improvements.

A help desk may be established in two ways: centralised at the national level or decentralised at the level of individual bodies. The establishment of help desks carries with it considerable advantages, since it provides for the so-called “electronic literacy” of the population, enabling them to independently participate in electronic procedures. Furthermore, citizens for whom conducting public services electronically represents a permanent difficulty, such as elderly citizens, should have constantly available support through this mechanism.

A contact centre for support to citizens and businesses has already been organised at the level of the ITE Office, but there is need for further improvements to this form of support, with two options available in addition to the status quo option:

- Improving contact centres for support to citizens and businesses at the level of the ITE Office - improving the centralised call centre;
- Systematic establishment of additional call centres at the level of institutions implementing the procedures, and/or providing services in the public sector - decentralised organisation of call centres.

Option 1: Status quo option

Considering the status quo option has no analytical significance, since e-services are still neither sufficiently developed nor accepted by citizens. With the exception of a few public e-services, including the registration of new-borns with registry services and making appointments for personal ID documents, these services are still mainly conducted exclusively in the traditional manner.

Unlike procedures for citizens, businesses have been participating in electronic procedures for a number of years, conducted before the Business Registers Agency and Republic Geodetic Authority. Experience in implementing these procedures indicates that technical support by these institutions for service users was of key importance for establishing these services. It is important to note that support in these institutions is provided at the national level, not at the level of organisational units. The implementation of this support was project-based in the beginning. Donor or institutional funds were used to procure consulting services for the provision of support both for parties, as well as staff implementing these procedures, for acting in electronic procedures, and thereafter the support was established at the institutional level.

Measures envisaged by the Programme include securing a large number of the most frequent services intended for citizens in electronic form. Therefore, improving user support in public administration for e-services is key for the acceptance of these services. If not, this would mean that public administration is not providing citizens with support in performing public services, despite the method of their conduct being completely new. This would consequently make access to public services significantly more difficult and endanger their basic civil rights.

Option 2: Improvement of the centralised call centre

This option involves the provision of customer support to e-Government users through a centralised system, from a single point. Users calling in would be provided full assistance when performing any electronic procedure.

The advantages of centralised help desks are reflected in the following:

- Lower operating costs;
- Higher efficiency in the utilisation of available resources;
- Consistency in the provided support;
- Simplicity for users, since there is only one body responding.

The weaknesses of a centralised help desk are:

- Operators must know a large number of procedures;
- The operators do not have direct contact with the persons processing the case, therefore they cannot provide rapid information about facts they are not familiar with through the system;
- There is a risk of interruption in the provision of support exclusively at the centralised level, in case of power outages or hacker attacks.

Option 3: Decentralised organisation of call centres

Organising additional decentralised call centres would involve the establishment of call centres individually with each institution, or at least at the level of groups of institutions. Users would have to contact the help desk of precisely the institution implementing the given procedure to receive help in performing each electronic procedure individually.

The advantages of decentralised help desks are reflected primarily in that the level of expertise when providing support to citizens and businesses can be higher than in case of centralised support. Namely, the operators are limited to providing support only within one area, thereby leading to higher expertise. Furthermore, the operators can rapidly access information not entered into the system, since the workers processing the information are easily available.

However, there are numerous weaknesses to this approach. They are primarily reflected in higher fixed and operating costs. Namely, it is justified to assume that the number of operators in case of decentralised help desks would be greater than in case of centralised support, involving higher financial expenditures, both for office space, as well as procurement of equipment. Furthermore, a higher number of operators involves higher expenditures for salaries and higher other operating costs, such as costs of used office supplies, power, etc.

Conclusion:

The centralised organisation of call centres is the optimum solution for providing support to e-Government users. Namely, both from the organisational and financial side, centralised organisation of help desks is a smaller challenge for public administration. From the standpoint of equipment and functioning, centralised organisation can utilise the prospect of economies of scope, reducing operating costs. Furthermore, consistency in the quality of service provided is higher than with decentralised provision of user support. It is easier to standardise processes and ensure quality control at the level of a single body than for several separate ones.

The only problem with this option is the limited capability of obtaining data and information not entered into the system by the workers processing the specific procedures. Therefore the services of a centralised help desk should be limited to information that can be provided through direct access to the system, and/or databases of the e-service providers, and technical information related to the use of the software used to access the procedure and other forms of technical support.

Finally, it should be kept in mind that a Call Centre for support to citizens and businesses has already been organised at the level of the ITE Office, and it is logical to opt for its improvement in all segments of user support that can be provided from this unified level.

Activity: establishing a help desk for support to e-Government users

	Status quo	Organising a centralised help desk	Organising decentralised help desks
Efficiency	1	5	4
Effectiveness	1	5	4
Consistency	1	4	5
Sustainability	1	5	5
Amount of administrative expenses	5	5	3
Amount of direct expenses	5	4	3
Transparency	5	5	4
Implementation risks	1	5	5
Final score	20	38	33

- **Measure 3.3 - Providing support to e-Government users – activities: Drafting the methodology for measuring user satisfaction with public services; Establishing mechanisms for measuring user satisfaction with public services**

The options analysis for establishing a user satisfaction measurement mechanism for users of public services covers two activities:

- 3.3.2. Drafting the methodology for measuring user satisfaction with public services, and
- 3.3.3. Establishing mechanisms for measuring user satisfaction with public services.

The ITE Office is competent for the implementation of both activities, and their implementation is planned by the end of 2021. The indicators to be used to monitor the implementation of these activities are:

- Percentage of services with data on user satisfaction (BV 0%, TV 20% in 2019, 65% in 2020, 80% in 2021 and 100% in 2022), and
- Percentage of users assessing their satisfaction with e-Government services (BV 0%, TV 20% in 2019, 65% in 2020, 80% in 2021 and 100% in 2022)

This analysis will consider the status quo option and two relevant options. This analysis provides an overview of the advantages and disadvantages of each option, while the comparison of options shows the desirable option.

Option 1: Status quo option

The existing public administration system does not have an established unified system for measuring the user satisfaction of e-Government users. Individual ministries and other public administration bodies are implementing sporadic surveys or studies for individual services or groups of services provided to citizens in both the traditional and electronic manner. In this regard, there is no precise data about the level of user satisfaction with public services.

The establishment of the portal *dobrauprava.rs* was an attempt to establish a systemic tool where users of public services could leave their comments through a single questionnaire. Data on the questionnaires collected through this portal was not systematically collected or processed, therefore there is no data on the number of collected data items on user satisfaction collected this way. Furthermore, in accordance with the data collected from the portal moderator, MPALSG, it was concluded that the portal failed to provide the expected data, thereby it is planned to be shut down, showing that it did not perform its purpose.

Regarding the purposefulness and efficiency of collecting data about the level of user satisfaction with public services, we may conclude that the status quo is a poor option, since the current situation simply does not provide the necessary data, except at the level of individual services.

Option 2: Establishing a legal obligation for providers of e-services to measure user satisfaction with e-services

This option envisages changes to regulations in the field of e-Government establishing an obligation for public administration bodies providing e-services to continuously measure user satisfaction with such services.

This would oblige every body to develop, in parallel with the development of existing or new e-services, a system for collecting data on user satisfaction. In this regard, public administration bodies would have certain discretionary rights on how they would develop the system for such measurements.

The costs of establishing individual systems are not significant, since they can be developed within the existing hardware-software solution of the given e-service, with the need for establishing internal procedures on the methods for collecting and processing user satisfaction data, and reporting on the results of such measurements to the competent body that would aggregate data at the national level.

With this option, from the standpoint of consistency, it is important to note the risk of aggregating all data at the central level. Namely, if every body establishes its own system for measuring data, there could be potential discrepancies between the content and quality of data between various bodies, consequently making their processing difficult at the central level.

Option 3: The ITE Office establishes a system for collecting data on user satisfaction with public services on the e-Government Portal or its website

This option envisages for the ITE Office to establish a unified system for collecting data on user satisfaction with public services on the e-Government Portal or its own website, where data on all public services would be collected in a centralised manner.

Establishing a single point for collecting such data would provide for a system for collecting data using a single methodology and ensuring the processing of such data in a systematic manner.

The costs for such an option would be higher than the above options, having in mind the need to establish a mechanism for including all relevant services in the user satisfaction survey in real time. This involves setting up a virtual connection between public administration bodies and the ITE Office, and the internal organisation of the ITE Office to ensure this connection is efficient.

Table 5. Comparison of options

Conclusion:

The option where the system for collecting user satisfaction data with public services is established at the centralised level, by the ITE Office, would provide the best results according to all the criteria for comparing the options, except that the direct costs of implementing this option

are the highest. With this aim, the programme plans for the following activities: Drafting the methodology for measuring user satisfaction with public services; and Establishing mechanisms for measuring user satisfaction with public services

Options Criteria	Status quo option	Option of establishing a legal obligation for providers of e-services to measure user satisfaction with e-services	Option where the ITE Office establishes a system for collecting data on user satisfaction with public services on the e-Government Portal or its website
Efficiency	1	3	5
Effectiveness	1	4	5
Consistency	1	4	5
Sustainability	3	3	5
Amount of administrative expenses	5	2	3
Amount of direct expenses	5	2	1
Transparency	1	3	5
Implementation risks	1	3	5
Final score	17	24	34

- **Measure 3.4 - Affirmation of e-Government - raising the awareness of civil servants and citizens of the importance of digitalisation and increasing trust in e-services**

The affirmation of e-Government, both at the level of civil servants and at the level of citizens, is of key importance for the acceptance of e-Government and its implementation, at least in the scope justifying the introduction of these services. Namely, in order to consider that in practice the work of public administration has transitioned to the provision of e-services and implementation of electronic procedures, it is not enough to adopt regulations and provide e-services, these services need to be accepted in practice and become predominant compared to analogue services. The key measure for achieving this objective is the affirmation of e-Government.

Option 1: Status quo option

The option means that the state does not promote the provision of e-services to the public in any way. Since the speed of development of e-services will be significantly higher during the forthcoming period, and an increasing number of services will be available electronically, it is clear that this option is not applicable, since campaigns need to be implemented to raise public awareness of the use of these services.

Option 2. PR campaigns in media and on social networks

The most important advantage of a TTL campaign through traditional media (TV, radio, print newspapers) and digital media (portals, social networks, communication apps) relates to the population that would be covered by this kind of campaign. If the campaign was to be led through all channels during a one year period, it is realistic to assume that every adult citizen of the Republic would see the advertisement several times, thereby maximising its effect on raising awareness of the importance and existence of e-services. Estimates indicate that the implementation of this kind of campaign would cost around EUR 700.000³² for a one year period.

Option 2. Training for the NGO sector and citizens on the advantages of using e-Government

An important weakness of this option relates to coverage. Using the same funds as the above option, the coverage of the population would be considerably lower. Namely, training means working with smaller groups of people and it is not realistic to assume that they could cover a critical mass of the population to raise awareness on the existence and functioning of e-services to a higher level.

³² The estimate of the amount of expenditures is based on the assumption that during 120 days a year the advertisement appears on the RTS1 TV channel 3 times in prime time, where one second costs RSD 5,000 and 3 times in non-prime-time where one second costs RSD 1,500 (according to data from the Kamatica web portal, “Tržište reklama u Srbiji vredno milione evra”, <https://www.kamatica.com/vest/trziste-reklama-u-srbiji-vredno-oko-milijardu-evra/56933#>, 18 December 2018.). The total cost of purchase of TV and other media would amount to EUR 500,000, the remainder is the cost of production and fees for the advertising agency.

This option, therefore, is not an adequate replacement for the previous one regarding coverage, but may serve as a supplement to the above for training the population to use these services. Having in mind that users will also be provided support through help desks, video tutorials and guides, the implementation of this option as a supplement to the above would ensure that all users have an equal and safe access to conducting e-services.

Option 3. Prescribing lower fees-reimbursements if the service is conducted electronically, rather than classically

In case of prescribing lower fees and reimbursements for conducting public services electronically by 10% as an affirmative measure, estimates are that this measure would cost the national budget approximately RSD 750 million, i.e. EUR 6.4 million³³.

On the organisational side, this presents the simplest option to implement, since all that is needed is a one-off decrease of the amount of fees and reimbursements for electronic public services. It does not require any organisational changes, expenditures for the procurement of equipment, hiring of additional staff. Furthermore, this option is equal for everyone.

However, this is by far the most expensive option from all those considered, while making it difficult to assess its real effects on the use of e-Government.

Conclusion:

Media campaigns for the popularisation of e-Government represent the most efficient method of popularising their use. This option is simple to implement and has the highest potential regarding population coverage. A well organised media campaign can use the same funds to cover a greater number of citizens and transmit a message on the advantages of using e-Government than the other two alternatives being analysed.

Prescribing lower fees and reimbursements is the simplest to implement, but most expensive solution among the alternatives under consideration. However, significant reservations must be expressed regarding its effect on the use of e-services. Namely, even prescribing lower fees may not necessarily make the use of e-services significantly higher than otherwise. In many cases where citizens and commercial entities would have used e-Government anyway the fees and reimbursements would be lower, i.e. a waste of public resources in those cases.

Training for the NGO sector and citizens on the advantages of using e-Government are a good tool to affirm this way of conducting public services, but the population coverage is an important weakness.

³³ The Law on the Budget of the Republic of Serbia for 2019 plans for revenues from republic administrative fees of RSD 15.5 billion. The assumption is that the decrease would cover 50% of these revenues.

PR campaigns in media and on social networks provide for the transmission of the message on the importance of e-services in the simplest manner. Implementing this measure in a way that will produce the best results requires drafting of communication strategy by the ITE Office for the promotion of e-services and its successful implementation.

Table 6. Multi-criterion analysis of options for the affirmation of e-Government - raising the awareness of civil servants and citizens of the importance of digitalisation and increasing trust in e-services

	Status quo	PR campaigns in media and on social networks	Training for the NGO sector and citizens on the advantages of using e-Government	Prescribing lower fees-reimbursements if the service is conducted electronically, rather than classically
Efficiency	1	4	3	5
Effectiveness	1	5	3	3
Consistency	1	5	5	4
Sustainability	1	5	4	2
Amount of administrative expenses	5	4	3	5
Amount of direct expenses	5	4	3	1
Transparency	5	5	4	5
Implementation risks	1	5	4	5
Final score	20	37	29	30

4) INFORMATION ON THE RESULTS OF THE IMPLEMENTED IMPACT ANALYSIS REGARDING THE PROPOSED MEASURES:

In this section we elaborate on the analysis of individual measures, including those where the only option considered was the status quo option. The overview of the analysis is provided in a table, by measure.

Specific objective 1 - <i>Development of e-Government infrastructure and ensuring interoperability</i>								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
1	Establishing a State Centre for Data Management and Storage in Kragujevac - Data Centre Kragujevac and improving the State Centre for Data Management and Storage in Belgrade - Data Centre Belgrade	NO	Name		Baseline value	Target value		
						1 year	2 years	3 years
			1	Number of registers migrated to data centres	0	20	35	50
			2	Number of software solutions migrated to data centres	0	15	25	40
<i>Basis for reducing the scope of analysis, including options analyses</i>								
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				YES			
<i>Enabling Digital Governance (EDGe) project</i>								
The measure involves large investments, primarily in the construction of the Data Centre facility in Kragujevac and the initial furnishing of the Data Centre in Kragujevac with ICT equipment. Since the funds for this activity have already been secured from a World Bank loan, no detailed impact analysis was conducted for this measure, including an analysis of the optional measures for achieving the specific objective (such as, e.g. the expansion of the capacities of the existing data centre in Belgrade, etc.)								
<i>Result of the impact analysis</i>								
<i>Type of impact</i>		<i>Does it exist</i>		<i>Explanation</i>				
1)	Financial impact	YES		The financial impact of this measure is significant, both regarding costs financed from a World Bank loan, and regarding expected long-term savings at all levels of public administration.				
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?			This measure will have the long-term impact of reducing public expenditures based on public administration investments into ICT systems, since it opens the potential for the full migration of state administration and local self-government unit				

			information systems into the cloud of the Data Centre in Kragujevac and working in the cloud.
		2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?	The funds have been fully secured from a World Bank loan under the Enabling Digital Governance (EDGE) project, while some of the activities under this measure are being financed from the Good Governance Fund of the Government of the United Kingdom - the Digital Transformation project.
		3) How will the implementation of the chosen option affect international financial obligations?	The World Bank loan is already being implemented and the Republic of Serbia will be returning it in accordance with the ratified agreement.
		4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	<ul style="list-style-type: none"> - Budget of the Republic of Serbia RSD 4,400,000,000 - Digital Transformation project RSD 15,700,000 - Digital Transformation project RSD 10,500,000 - Funds not secured RSD 70,000,000
		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	Not relevant
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	The public administration bodies that opt to migrate their information systems into the cloud in the Data Centre in Kragujevac will bear the costs of migration, but these costs will be far lower than the costs they would have in upgrading their ICT systems.
2)	Economic impact	YES	The economic impact of this measure is extremely significant for the economy because it provides for the efficient implementation of e-Government.
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	<p>In the medium and long term this measure will:</p> <ul style="list-style-type: none"> • Reduce costs for businesses in conducting administrative procedures, because it will enable the establishment of comprehensive e-payments; • Reduce costs for commercial entities that opt to migrate their information systems to the cloud, since the commercial price of rental will be below the cost of maintaining independent systems.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	This measure has an indirect impact on increasing the competitiveness of the domestic economy through benefits brought about by establishing e-Government.

		3) Do the chosen options affect the competition conditions and in what way?	The measure has a positive impact on competition conditions since its implementation is conducted under a transparent procedure for the procurement of equipment and services.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	This measure can have a positive impact on technical-technological, organisational and business innovation, if businesses are allowed to use the Data Centre capacities under favourable conditions.
		5) Does the chosen options affect social capital and its distribution and in what way?	Not relevant
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	Since it provides for the migration of commercial information systems to the cloud in the Data Centre in Kragujevac, this measure could lead to a decreased need for certain types of workforce and services.
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure will reduce expenses in the medium and long term for citizens conducting administrative procedures.
		2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	This measure will not have an adverse impact on any specific population group, to the contrary, it provides for the development of e-Government, which in turn increases the availability of public administration for all citizens.
		3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the	This measure will not have an adverse impact on any vulnerable social groups, to the contrary, it will have a positive impact on increasing the availability of public administration through e-services for citizens unable to physically appear before public administration bodies to exercise their rights, either due to disability, costs of travel to the body, or other reasons.

	population of rural areas, and other vulnerable social groups)?		
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?		This measure will not have a significant indirect impact on the labour market, while directly leading to the employment of qualified staff at the Data Centre.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?		The implementation of this measure does not have this type of impact
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		The implementation of this measure does not have this type of impact
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		The implementation of this measure will lead to the employment of a small number of highly qualified IT staff at the data centre in Kragujevac.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		The implementation of this measure does not have this type of impact
4)	Environmental impact	YES	This measure has a positive environmental impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, reducing the use of paper and transport both for parties and for public administration.

		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	It provides for a decrease in the waste produced by using ICT technologies because the work is performed in the cloud.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	Positive in the long term, because of the introduction of e-Government
		3) Does the chosen option affect human health?	Positive in the long term, because of the introduction of e-Government that reduces stress by simplifying public services
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	It does not pose a risk
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	Not relevant for the specific measure
5)	Governance impact	YES	This measure can have significant governance impact, since it provides for the outsourcing of ICT technologies
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	In the short term this type of change is not a precondition for implementing the measure of establishing a Data Centre in Kragujevac, but in the medium and long term, the decision to work in the Data Centre cloud can positively affect organisational or institutional changes in all public administration bodies that become users of this centre.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	The programme plans activities aimed at training staff to work in the cloud.
		3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion,	During the implementation of this measure: <ul style="list-style-type: none"> • There may be a need for the Office for Information Technology and e-Government to be organised in a legal form that would enable it to overcome

	elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	<p>issues with the limits to employment and salaries in the public sector because of the operation of the Data Centre;</p> <ul style="list-style-type: none"> • All public administration bodies that opt to work in the Data Centre cloud will be able to optimise their human resources and ICT capacities.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	The measure is in line with regulations in force, international agreements and adopted public policy documents.
	5) Does the chosen option affect the rule of law and security?	The migration of state administration and local self-government unit information systems into the cloud of the Data Centre in Kragujevac and working in the cloud will have a positive effect on information security.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	The migration of state administration and local self-government unit information systems into the cloud of the Data Centre in Kragujevac and working in the cloud will provide for the greater transparency of the work of administration, primarily because it will enable the implementation of e-Government.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	<p>The programme plans for the Data Centre to be established in 2019 and 2020, and the migration of the information systems of state administration bodies and local self-government units to the cloud of the Data Centre in Kragujevac and working in the cloud to be secured in 2021. In this regard the measure is comprehensive, but ensuring the sustainability of the data centre requires elaborating in detail all the expected functionality of the Data Centre and plan for its successful implementation:</p> <ul style="list-style-type: none"> • National cloud for the public administration; • Disaster Recovery for public administration ICT systems that are not migrated to the Data Centre; • Placement of surplus Data Centre capacities on the market; • Other functionality.
	Identification of potential risks	Sufficient funds have been provided for the implementation of this measure, thus in this regard there are no risks that the Data Centre will not be established. The main risk lies in the potential lack of interest among the broader public administration for using the capacities of the Data Centre, i.e. for opting to migrate their information systems to the Data Centre in Kragujevac or at least use the capacities of the data centre for Disaster Recovery. Clearly, the Government can adopt a decision whereby this would be established as an obligation for state administration bodies, but this gives rise to the question of implementability of such an obligation, mainly in regard to the ICT systems of the MoI, Ministry of Defence, the Tax Administration, the Business Registers Agency and the Republic Geodetic Authority.

The consultative process has indicated that most institutions have data centres (19 of 21 surveyed). Although on average 65% of the server capacities of the institutions are full, the majority of institutions (18 of 21) do not plan to migrate their data to state servers soon. The institutions stated in the survey that even though they do not plan for the migration of data, they do plan to use the state data centre as their data recovery location.³⁴

34 *Analysis of the state of e-Government in Serbia – Results of the Consultative Process*, produced by NALED consultants as part of the project: e-Government Development Programme - UNDP

Specific objective 1 - Development of e-Government infrastructure and ensuring interoperability								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
2	Improving the Unified Information-Communication Network of e-Government	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Percentage of local self-governments connected to the UIC network	0%	40%	60%	85%
			2	Number of established redundant nodes in Belgrade	0	2	3	5
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				YES			
Enabling Digital Governance (EDGE) project								
The measure involves large investments. Since the funds for this activity have already been secured from a World Bank loan, no detailed impact analysis was conducted for this measure, including an analysis of the optional measures for achieving the specific objective (such as, e.g. the utilisation of the capacities of existing public administration networks, including public enterprises)								
Result of the impact analysis								
Type of impact		Does it exist		Explanation				
1)	Financial impact		YES		The financial impact of this measure is significant, both regarding costs financed from a World Bank loan, and regarding expected long-term savings at all levels of public administration.			
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?				This measure will have a long-term impact on decreasing public expenditures based on public administration investments into the network.			
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?				The funds have been fully secured from a World Bank loan under the Enabling Digital Governance (EDGE) project, while some of the activities under this measure are being financed from the Good Governance Fund of the Government of the United Kingdom - the Digital Transformation project.			
	3) How will the implementation of the chosen option affect international financial obligations?				The World Bank loan is already being implemented and the Republic of Serbia will be repaying it in accordance with the ratified agreement.			
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions,				- Digital Transformation project RSD 13,800,000 - Budget of the Republic of Serbia RSD 10,000,000			

		restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	
		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	Not relevant
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	Other institutions will not have expenditures based on this option.
	2)	Economic impact	YES
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	The economic impact of this measure is extremely significant for the economy because it provides for the efficient implementation of e-Government.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	This measure will bring considerable benefits for citizens and businesses in the medium and long term, because it will provide for rapid and quality public services.
		3) Do the chosen options affect the competition conditions and in what way?	This measure has an indirect impact on increasing the competitiveness of the domestic economy through benefits brought about by the establishment of e-Government.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	Not relevant
		5) Does the chosen options affect social capital and its distribution and in what way?	This measure can have a positive impact on technical-technological, organisational and business innovation, because it stimulates the economy to develop in that direction.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	Not relevant
	3)	Social impact	YES
			This measure has a positive social impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, more available to citizens than classical administration.

	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure will reduce expenses in the medium and long term for citizens conducting administrative procedures.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	This measure will not have an adverse impact on any specific population group, to the contrary, it provides for the development of e-Government, which in turn increases the availability of public administration for all citizens.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will not have an adverse impact on any vulnerable social groups, to the contrary, it will have a positive impact on increasing the availability of public administration through e-services for citizens unable to physically appear before public administration bodies to exercise their rights, either due to disability, costs of travel to the body, or other reasons.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure will not have a significant indirect impact on the labour market, while directly leading to the employment of qualified staff at the Data Centre.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age,	The implementation of this measure does not have this type of impact

	sexual orientation, marital status or other personal characteristics)?		
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		The implementation of this measure does not have this type of impact
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		The implementation of this measure does not have this type of impact
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		The implementation of this measure does not have this type of impact
	4)	Environmental impact	YES
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		This measure has a positive environmental impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, reducing the use of paper and transport both for parties and for public administration.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		Positive in the long term, because of the introduction of e-Government
	3) Does the chosen option affect human health?		Positive in the long term, because of the introduction of e-Government that reduces stress by simplifying public services
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		It does not pose a risk

	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	Not relevant for the specific measure
5)	Governance impact	YES
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure can have significant governance impact, since it provides for the outsourcing of ICT technologies
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	The implementation of this measure does not have this type of impact
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	Not relevant for the specific measure
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	No
	5) Does the chosen option affect the rule of law and security?	The measure is in line with regulations in force, international agreements and adopted public policy documents
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Not relevant for the specific measure, except under the segment of positive impact on information security
		This measure provides for the efficient electronic provision of public administration services, providing higher transparency in the work of the administration.

	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	The most important one is the implementation of measure 1.1. - Establishment of a Data Centre in Kragujevac and the full utilisation of its capacities.
	Identification of potential risks	Sufficient funds have been provided for the implementation of this measure, thus in this regard there are no risks that the measure will not be implemented.

Specific objective 1 - Development of e-Government infrastructure and ensuring interoperability								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
3	Establishing a unified Registry Office and e-Archive and integration with existing systems	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Percentage of bodies primarily using the Registry Office	0%	2%	30%	60%
			2	Percentage of bodies integrating existing software solutions into the Registry Office and e-Archive	0%	0%	50%	80%
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations				No, but in accordance with a by-law			
2)	Is the measure planned in accordance with a ratified international agreement				NO			
The measure involves the procurement of software and implementation of a joint registry office								
Result of the impact analysis								
Type of impact		Does it exist		Explanation				
1)	Financial impact		YES		The financial impact of this measure is significant, primarily regarding expected long-term savings at all levels of public administration.			
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?			This measure will have a long-term impact on reducing public expenditures in implementing administrative procedures.				
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?			Funds need to be secured from the budget or from other sources				
	3) How will the implementation of the chosen option affect international financial obligations?			Not relevant for this measure				
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?			<ul style="list-style-type: none">- RSD 167,000,000- RSD 161,000,000- RSD 182,000,000				

		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	No
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	Other institutions that already have implemented electronic registry offices may have significant expenditures based on this measure, in order to integrate their systems with the joint registry office.
	2)	Economic impact	YES
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	This measure will bring considerable benefits for citizens and businesses in the medium and long term, because it will provide for rapid and quality public services.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	This measure has an indirect impact on increasing the competitiveness of the domestic economy through benefits brought about by the establishment of an efficient and transparent e-Government.
		3) Do the chosen options affect the competition conditions and in what way?	Not relevant
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	Not relevant
		5) Does the chosen options affect social capital and its distribution and in what way?	Not relevant
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	Not relevant
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure has a positive social impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, more available to citizens than classical administration.
			This measure will reduce expenses in the medium and long term for citizens conducting administrative procedures, and cause indirect economic benefits through increased transparency in the work of public administration.

	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	This measure will not have an adverse impact on any specific population group, to the contrary, it provides for the development of e-Government, which in turn increases the availability of public administration for all citizens.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will not have an adverse impact on any vulnerable social groups, to the contrary, it will have a positive impact on increasing the availability of public administration through e-services for citizens unable to physically appear before public administration bodies to exercise their rights, either due to disability, costs of travel to the body, or other reasons.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure does not have this type of impact
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	This measure does not have this type of impact

	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		This measure does not have this type of impact
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		This measure does not have this type of impact
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		This measure does not have this type of impact
	4)	Environmental impact	YES
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		Positive in the long term, because of the introduction of e-Government
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		Positive in the long term, because of the introduction of e-Government
	3) Does the chosen option affect human health?		Positive in the long term, because of the introduction of e-Government that reduces stress by simplifying public services
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		It does not pose a risk

	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	Not relevant for the specific measure
5)	Governance impact	YES
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure can have significant governance impact, since it provides for the outsourcing of ICT technologies
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	The implementation of this measure involves organisational changes in all public administration bodies
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	The programme plans educational measures to implement this measure
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	The programme plans for certain measures that will enable the establishment of the e-Registry, but all public administration bodies need to implement minor organisational changes that will support the procedure required for the full implementation of the e-Registry.
	5) Does the chosen option affect the rule of law and security?	The measure is in line with regulations in force, international agreements and adopted public policy documents.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	This measure should increase legal certainty and have a positive impact on the rule of law and security.
		This measure provides for the efficient implementation of procedures and electronic provision of public administration services, providing higher transparency in the work of the administration.

	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	The most important one is the implementation of measure 1.1. - Establishment of a Data Centre in Kragujevac and the full utilisation of its capacities.
Identification of potential risks		The successful implementation of this measure requires its acceptance in the broadest possible circle of public administration bodies. It is important to note that the use of a joint registry office cannot be imposed for all public authorities, nor can it be done if contrary to specific laws that regulate the competences and procedures of certain institutions. This primarily means notaries public and other public authorities organised outside the state administration. In any case, it is most important to establish the joint administration in procedures implemented by ministries and administrations within ministries. Of course, the joint registry system first needs to integrate new electronic procedures, and only then, after the solution is confirmed through successful practice, should it integrate those systems that already function successfully in practice, such as procedures implemented by the Tax Administration, the Ministry of the Interior, the Business Registers Agency, the Republic Geodetic Authority, and others.

1. Specific objective - Development of e-Government infrastructure and ensuring interoperability								
No.	Name of measure	Need for a detailed PPIA	Performance indicator					
4	Development of other joint (shared) IT services for public administration purposes	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Percentage of the total number of public bodies integrated into the collaboration system	5%	10%	25%	40%
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations		NO					
2)	Is the measure planned in accordance with a ratified international agreement		YES					
Enabling Digital Governance (EDGe) project								
Joint (shared, i.e. collaboration) services optimise the functioning of public administration systems, reduce costs and increase the level of reliability and information security. Funds for the implementation of this measure have not been fully secured, therefore there is a risk of delays.								

			Result of the impact analysis
Type of impact		Does it exist	Explanation
1)	Financial impact	YES	The measure will lead to the more rational work of public administration and decrease in operating costs, primarily costs of print, paper and storage of documents, and software development and maintenance.
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		It will have a positive impact on public expenditures , since the use of joint services optimises and improves the work of public administration by eliminating parallel processes and reducing the costs of software development and maintenance, because the large number of bodies leads to economies of scale, and it decreases the time for processing documents and data.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		RSD 14 million is planned from budget funds to improve the system of collecting fees and reimbursements using the ePlaćanje+ software. No funds need to be secured for the remaining activities.
	3) How will the implementation of the chosen option affect international financial obligations?		The loan is already under implementation.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		RSD 7 million
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		The activities that need to be financed from budget sources can be financed from the achieved budget surplus.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		There are no expenditures for other institutions, since the measure is being implemented in a centralised manner for all public bodies.

2)	Economic impact	YES	The key benefits are reflected in the increased efficiency of work of public administration and reduction of administrative costs and less time spent interacting with public administration.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		Benefits for businesses are reflected primarily in the more efficient work of public administration thereby decreasing administrative costs of doing business and time spent. There are no costs for commercial entities.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		No direct impact, since the measure is related primarily to the efficiency of the work of public administration. Indirect positive effects can be expected, because the increased efficiency in the work of public administration will reduce the costs of doing business, freeing additional resources for companies.
	3) Do the chosen options affect the competition conditions and in what way?		No impact on competition conditions.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Yes, it provides for the transfer of modern digital technologies into public administration.
	5) Does the chosen options affect social capital and its distribution and in what way?		There is no direct impact on social capital or its distribution.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		No direct impact on the quality and status of the labour force.
	Social impact	YES	The key impact for citizens is increased efficiency in the work of public administration and faster exercise of rights.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		Citizens will benefit from the increased efficiency of public administration, including a decrease of administrative expenses. There are no additional expenses for citizens.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		There is no negative impact on any one specific social group.
3)	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the		There is no impact on any one specific social group, including vulnerable social groups.

	chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	The impact is ambivalent. The development of shared services can affect a decreased need for administrative workers, but on the other hand increased demand for IT staff, both those working directly in public administration on the development and maintenance of equipment and services, as well as externally in companies that certain functionalities would be outsourced to.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of the measure does not introduce any discrimination among different social groups.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	There is no direct impact on the price of goods and services, or the living standard of the population.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure applies equally to the territory of the entire Republic, there is no specific regional impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The digitalisation of processes and improvement of the efficiency of the work of public administration would improve the quality of administrative services provided in institutions that provide services of education, healthcare and social welfare. No other impact.

4)	Environmental impact	YES	Reduced use of paper, artificial colours for printing, lower amounts of office waste and less burning of fossil fuels.
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		The positive impact is reflected in lower use of office materials and reduced production of office waste.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No direct impact.
	3) Does the chosen option affect human health?		No direct impact.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No direct impact.
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No direct impact.
	Governance impact	YES	A central body needs to be established to provide shared services and their development and maintenance.
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		Establishing shared services requires establishing a central body providing shared services for public bodies, as well as their development and maintenance. This can be resolved by creating a new entity or expanding the capacities and competences of the existing ITE Office. Project support is provided through the ad-hoc bodies the Steering Committee and the Management Committee.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		External expert support is planned through the EDGe project.

	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	Since the principal implementing party is the ITE Office, its management and coordination capacities need to be improved.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes.
	5) Does the chosen option affect the rule of law and security?	No direct impact, but the increased efficiency of public administration creates the preconditions for the more efficient implementation of the rule of law and ensuring security.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Shared services provide simpler insight into the work of public bodies, thereby increasing the transparency of the work of public bodies. There is potential for this transparency to be simply scaled up to the level of citizens.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	--
Identification of potential risks		Just as with the other measures within this objective, the greatest risk for the implementation of the measure lies in the capacities of public administration to coordinate activities related to implementing the Programme. Most of the funds have already been secured through a World Bank loan, thus there is no risk of not implementing the measure due to insufficient funds.

1. Specific objective - <i>Development of e-Government infrastructure and ensuring interoperability</i>						
No.	Name of measure	Need for a detailed PPIA	Performance indicator			
5	Development of architecture and implementation of a Platform	NO	Name	Baseline value	Target value	
					1 years	2 years 3 years

supporting the development and use of e-Government services		1	Number of implemented digital services	5	75	130	200
Basis for reducing the scope of analysis, including options analyses							
1)	Is the measure planned in accordance with legal obligations	NO					
2)	Is the measure planned in accordance with a ratified international agreement	YES					
Enabling Digital Governance (EDGE) project							
The establishment of a platform for the implementation of e-Government, in addition to ensuring the interoperability of existing systems and applications, also represents a solution for institutions using obsolete systems or not having any systems, because they will get the chance to join the process of service provision. The impact on public administration, businesses and citizens is considerable, since it leads to numerous savings. The implementation requires strengthening the capacities of the ITE Office.							
Result of the impact analysis							
Type of impact		Does it exist	Explanation				
1)	Financial impact	YES	Public administration will achieve considerable savings in costs and time through the implementation of this measure. On the other hand, the introduction of new functionality will require additional expenditures because it involves the long-term engagement of IT staff and procurement of IT services.				
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		A significant positive impact can be expected for public expenditures, since it will simplify office operations. First, it will enable the Government to integrate its databases, thereby drastically simplifying the exchange, use and reuse of data, and thus reducing the time required to conduct internal processes. Furthermore, electronic office operations will enable simpler searching, processing, viewing and archival of documents, leading to savings in work time. Likewise, this means that instead of running parallel paper and electronic office work, conditions will be created for eliminating paper records. This will produce savings in the procurement and storage of paper, printing and archival. Long-term, it leads to expenses for the maintenance and development of the Platform, both through the hiring of additional IT staff, as well as through the procurement of the service of development and maintenance by specialised IT companies.				
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		RSD 2.47 million needs to be secured for drafting the Enterprise Architecture (EA) study. The remaining funds have been secured from a World Bank loan through the Enabling Digital Governance (EDGE) project and the Digital Transformation project.				

		3) How will the implementation of the chosen option affect international financial obligations?	The World Bank loan is already under implementation. The Republic of Serbia will be repaying it in accordance with the ratified agreement.
		4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	
		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	No redistribution is necessary , since the funds have already been secured.
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	In the short-term, additional expenditures will be necessary for connecting to the system.
	2)	Economic impact	YES
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	<p>The implementation of this measure opens the opportunity for significant savings in commercial entities, both through savings of time, as well as money.</p> <p>Benefits: faster and simpler submission and processing of requests will lead to savings in time through reducing the duration of administrative procedures. Furthermore, the simplification of processes will also lead to financial savings, i.e. lower administrative costs. Key channels for savings:</p> <ul style="list-style-type: none"> • Lower number of documents required for submitting requests, • Smaller number of intermediate steps in conducting procedures and fewer procedures, • Smaller number of visits to counters and savings in time and costs of travel. <p>There are no additional costs to be caused by this measure.</p>
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	No direct impact, but increasing the efficiency of public administration reduces the administrative costs of doing business, thereby freeing up resources for additional investments or price reductions.
		3) Do the chosen options affect the competition conditions and in what way?	No direct impact.

		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	Yes, the transfer of new technologies within public administration.
		5) Does the chosen options affect social capital and its distribution and in what way?	No direct impact.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	No direct impact.
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	<p>There is a significant positive impact on citizens, through reducing administrative costs, as well as saving time. There are no other negative effects for society.</p> <p>It creates preconditions for significant positive impact on citizens. Just like with commercial entities, the advantages are that the faster and simpler submission and processing of requests will lead to savings in time through reducing the duration of administrative procedures. Furthermore, the simplification of processes will also lead to financial savings, i.e. lower administrative costs. Key channels for savings:</p> <ul style="list-style-type: none"> • Fewer documents required for submitting requests, • Fewer intermediate steps in conducting procedures and fewer procedures, • Fewer visits to counters and savings in time and costs of travel. <p>It does not lead to any additional expenses for citizens.</p>
		2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	No negative impact.
		3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	No negative impact.

	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?		The impact on the labour market is ambivalent. On the one hand, it will create the need for hiring additional IT staff. Considering the size of public administration, the implementation of e-Government will require the creation of a certain number of public jobs in the market to work on servicing public administration. On the other hand, this measure will lead to a decreased need for administrative staff. Simpler and faster processing of documentation will reduce the time required to process requests, thus the number of administrative staff required to process requests, both in public administration and commercial entities, will decrease.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?		The measure does not lead to market discrimination.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		No direct impact, but indirect impact is possible. Due to the reduced costs of doing business, commercial entities may reduce the prices of their products and services, or may invest the newly available resources into new capacities. In both cases the effect on social welfare is positive.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		The measure is being implemented in a centralised manner for the territory of the entire Republic, there is no specific regional impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		No direct impact, but simpler and more efficient processing of requests would make it possible to improve the exercise of such rights in specific cases (such as cases of lost documents).
	4)		
	Environmental impact	YES	There is a positive environmental impact, primarily reflected in the reduced use of paper and artificial colours, and less burning of fossil fuels.
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban		Direct impact is reflected in the reduced need for paper and artificial colours, decrease in office waste and less burning of fossil fuels.

	ecology and waste management, raw materials, energy efficiency and renewable energy sources?		
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No impact.
	3) Does the chosen option affect human health?		No impact.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No impact.
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No impact.
	5)	Governance impact	YES
			The capacities of the ITE Office need to be strengthened.
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		Project support is provided through the ad-hoc bodies the Steering Committee and the Management Committee.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		External expert support for public administration is provided through the World Bank EDGe project.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		Since the ITE Office is tasked with implementing project activities, its capacities need to be strengthened.

	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes.
	5) Does the chosen option affect the rule of law and security?	Yes. Safer delivery and storage of documents, and more efficient processing of requests make it possible for laws and other regulations to be implemented faster and more efficiently, and for citizens to exercise their rights in a faster and more efficient manner. Furthermore, the integration of registers will also lead to a decreased risk and vulnerability of data, since considerable investments are planned in security procedures.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Yes, the establishment of a catalogue of web services and catalogue of procedures in one place transparently presents to the citizens all available services provided by public administration.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	/
Identification of potential risks		Just as with the other measures, the greatest risk for the implementation of the measure lies in the capacities of public administration to coordinate activities related to implementing the Programme. All of the funds needed have already been secured through a World Bank loan, thus there is no risk of not implementing the measure.

1. Specific objective - Development of e-Government infrastructure and ensuring interoperability								
No.	Name of measure	Need for a detailed PPIA	Performance indicator					
6	Establishing new and improving existing registers and records in electronic form to support the development of e-Government services	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Percentage of established registers among the total number of registers covered by the measure	10%	35%	60%	85%
			2	Number of bodies using data from registers	300	1500	3000	4000

Basis for reducing the scope of analysis, including options analyses		
1)	Is the measure planned in accordance with legal obligations	NO
2)	Is the measure planned in accordance with a ratified international agreement	YES Enabling Digital Governance (EDGE) project
It is necessary to establish basic registers in electronic form to ensure the establishment and/or improvement of other derived registers and records and establish the system and access protocols for data for all bodies that have a basis for collecting and using them when performing official duties, as a precondition for establishing e-Government. This creates the preconditions for improving the efficiency of public administration in processes such as human resources, financial management and other administrative functions.		
Result of the impact analysis		
Type of impact	Does it exist	Explanation
1)	Financial impact	YES
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?	Positive impact on reducing the operating costs of public administration. The integration of registers and achievement of operability improves the efficiency of public administration in processes such as human resource management, financial management, and other administrative functions, due to a reduced need for administrative workers. The measure will cause an increase in public expenditures in the long term, since it will require the hiring of additional IT staff and procurement of external IT services.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?	RSD 180 million needs to be secured for developing the software solution and establishing the Central Population Register (data migration) during the period 2019 - 2021. Funds also need to be secured for establishing the system of social welfare, social card, veteran-disability protection and child protection, but their amount has not been elaborated by the Action Plan at this time. The rest of the activities are being funded from a World Bank loan through the EDGE project.
	3) How will the implementation of the chosen option affect international financial obligations?	The World Bank loan is already under implementation.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	--

		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	The funds have already been secured, so no redistribution needs to be undertaken.
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	The funds have already been secured from the national budget for all project activities.
	2)	Economic impact	YES
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	The economic impact of this measure is extremely significant for the economy because it provides for the efficient implementation of e-Government. The integration of registers will make it possible to increase the efficiency of performing public services, leading to savings both in money, as well as time for commercial entities. The integration of registers will end the need for constantly submitting the same data and documents to public administration, since the public administration will be able to do this in a simple manner on behalf of the party submitting the request. This will reduce the time needed to visit counters, it will reduce the number of fees paid for issuing certificates, reduce waiting time for processing requests, and the time needed to receive a request. There are no additional costs for commercial entities.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	The introduction of e-Government has a positive impact on the competitiveness of the national economy, and the competitiveness of commercial entities through reducing administrative expenses. This will free up company resources that may be used for additional investments or reduction of the price of goods and services, depending on the specific industry.
		3) Do the chosen options affect the competition conditions and in what way?	They have no impact on the competition conditions in the domestic market.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	It has an impact on the transfer of modern digital technologies into public administration.
		5) Does the chosen options affect social capital and its distribution and in what way?	The development of the e-Government infrastructure increases national wealth, but has no impact on its redistribution.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	No impact on the quality and status of the labour force.

3)	Social impact	YES	This measure has a positive social impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, more available to citizens than classical administration.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		Just as with commercial entities, the integration of registers will make it possible to increase the efficiency of performing public services, leading to savings both in money, as well as time. The integration of registers will end the need for constantly submitting the same data and documents to public administration, since the public administration will be able to do this in a simple manner on behalf of the party submitting the request. This will reduce the time needed to visit counters, it will reduce the number of fees paid for issuing certificates, reduce waiting times for processing requests, and the times needed to receive a request. There are no additional expenses for citizens.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		The need for administrative workers will decrease , due to the digitalisation and automation of processes, and due to the simplification of processes, thereby analyses and plans for resolving these issues need to be implemented in a timely manner.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?		There is no impact on any one specific or vulnerable social group.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?		The impact on the labour market is ambivalent. On the one hand , it will create the need for hiring additional IT staff. Considering the size of public administration as a client, the implementation of e-Government will require the creation of a certain number of public jobs in the market to work on servicing public administration. On the other hand , this measure will lead to a decreased need for administrative staff. Simpler and faster processing of documentation will reduce the time required to process requests, thus the number of administrative staff required to process requests, both in public administration and commercial entities, will decrease.

	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?		All individuals and social groups have equal access and treatment.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		There may be indirect positive impact - the reduction of administrative costs of doing business will free up the resources of commercial entities that may be used for investments, additional hiring or price decreases. In all cases, the impact on social welfare is positive.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		No direct impact, but increased efficiency in the work of public administration may have a positive impact on exercising these rights and access to these public services.
4)	Environmental impact	YES	This measure has a positive environmental impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, reducing the use of paper and transport both for parties and for public administration.
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		There is positive impact, due to the reduced use of paper and artificial colours, reduced production of office waste and less burning of fossil fuels.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No impact.
	3) Does the chosen option affect human health?		No impact.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No impact.

	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No impact.
	5)	Governance impact YES	This measure can have significant governance impact, since it provides for the outsourcing of ICT technologies
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		Project support is provided through the ad-hoc bodies the Steering Committee and the Management Committee.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		External expert support has been provided through the World Bank EDGe project
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?		Yes.
	5) Does the chosen option affect the rule of law and security?		It improves security, since the establishment of interoperability provides for safe, secure and standardised exchange of data and documents within public administration.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?		Yes, the integration of registers simplifies access to public administration. Stakeholders (citizens and commercial entities) can simply obtain the required information.

	<p>7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?</p>	<p>--</p>
<p>Identification of potential risks</p>		<p>Since funding has not been fully secured for the measure, there is a risk of delays due to insufficient funds, thereby this risk needs to be minimised as soon as possible. Just as with the other measures, there is an operational risk of delays in case of poor coordination of activities.</p>

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Since funding has not been fully secured for the measure, there is a risk of delays due to insufficient funds, thereby this risk needs to be minimised as soon as possible. Just as with the other measures, there is an operational risk of delays in case of poor coordination of activities.

1. Specific objective - Development of e-Government infrastructure and ensuring interoperability											
No.	Name of measure		Need for a detailed PPIA		Performance indicator						
7	Establishing a Unified Public Registry of Procedures		NO		Name		Baseline value		Target value		
									1 years	2 years	3 years
					1	Public register of administrative data deployed in production.	-	Register established	Publicly available register containing all administrative procedures for businesses	Publicly available register containing all administrative procedures for citizens	
Basis for reducing the scope of analysis, including options analyses											
1)	Is the measure planned in accordance with legal obligations				NO						
2)	Is the measure planned in accordance with a ratified international agreement				NO						
The Unified Public Registry of Administrative Procedures will make the basic information on procedures implemented by public administration to be publicly available, to ensure the data is up to date, and to simplify and potentially eliminate complicated, and/or unnecessary procedures. This has a significant impact on the transparency of public administration, creating conditions for significantly decreasing administrative costs for businesses.											
Result of the impact analysis											

No.	Name of measure	Need for a detailed PPIA	Performance indicator					
7	Establishing a Unified Public Registry of Procedures	NO	Name		Baseline value	Target value		
			1	Public register of administrative data deployed in production.	-	Register established	Publicly available register containing all administrative procedures for businesses	Publicly available register containing all administrative procedures for citizens
	<i>Basis for reducing the scope of analysis, including options analyses</i>							
	1)	Is the measure planned in accordance with legal obligations	NO					
	2)	Is the measure planned in accordance with a ratified international agreement	NO					
	<p>The Unified Public Registry of Administrative Procedures will make the basic information on procedures implemented by public administration to be publicly available, to ensure the data is up to date, and to simplify and potentially eliminate complicated, and/or unnecessary procedures. This has a significant impact on the transparency of public administration, creating conditions for significantly decreasing administrative costs for businesses.</p>							
	<i>Result of the impact analysis</i>							

	Type of impact	Does it exist	Explanation
1)	Financial impact	YES	Significant impact on reducing the operating costs of public administration.
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		It will have a positive impact on reducing the operating costs of public administration, considering the increased efficiency in the work of public administration. In addition to faster and simpler processing of requests due to the automation of processes, reduced use of paper, colour, and costs of archival, savings in time will also be achieved through reduced time dedicated by officers for detailed explanations of the functioning of administrative procedures to citizens, since information will be easily accessible on the portal.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		RSD 5 million needs to be secured in 2020 for developing the software solution for the Register. The remaining funds will be secured from IPA funds and the ITE budget.
	3) How will the implementation of the chosen option affect international financial obligations?		No impact on international financial obligations, since it is being implemented from budget funds and pre-access assistance funds of the European Union.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		RSD 120,000,000
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		Not relevant, since the funds have already been secured
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		It will not cause additional expenditures for individual institutions, since the implementation of this activity is being conducted at a centralised level from the centre of Government for all institutions.
2)	Economic impact	YES	The economic impact of this measure is extremely significant for the economy because it provides for reducing the administrative costs of doing business.

	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The primary benefits for businesses will be reflected in shorter times and lower financial expenses , since procedures will be faster and simpler, the need to visit counters will be reduced, along with the amount of fees. PPS estimates show that establishing this register will lead to a decrease in administrative expenses from % to % of the GDP.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		It improves it indirectly , by reducing administrative costs of doing business, thereby freeing up resources for additional investments or price decreases. It increases the competitiveness of the national economy by simplifying the conditions for doing business, due to improvements to the work of public administration.
	3) Do the chosen options affect the competition conditions and in what way?		The implementation of this measure has a positive impact on the competition conditions in the country. The simplified and transparent overview of administrative procedures and method for conducting them decreases the negative effects of the information asymmetry that may exist among commercial entities and provides for their equal treatment before public administration.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Yes, it provides for the transfer of modern digital technologies into public administration.
	5) Does the chosen options affect social capital and its distribution and in what way?		The development of ICT infrastructure increases social capital, but does not affect its distribution.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		No direct impact on the expansion of rights or scope, but it does affect the more efficient exercise of these rights.
	3)	<div>Social impact</div> <div>YES</div>	<div>This measure has a positive social impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, more available to citizens than classical administration.</div> <div>1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?</div> <div>The potential benefits for citizens are: simpler and faster conduct of administrative procedures that will lead to savings in the time spent on conducting them, and benefits due to the increased efficiency of the work of public administration. However, considering the</div>

		lack of data these benefits are hard to monetise. There are no additional expenses produced by the implementation of this measure.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	No specific social group will suffer any specific harmful negative effects.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	All of the above vulnerable social groups could have greater access to public services, considering the assumption that the implementation of the measure will lead to the increased efficiency of the work of public bodies, and/or faster processing of submitted requests.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	A reduced need for administrative staff can be expected, since the digitalisation and automation of the processing of data and requests will simplify processes.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	All citizens and commercial entities have equal treatment before state bodies in administrative procedures.

	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		Reducing the administrative expenses for businesses will free up funds that may be used for additional hiring, investments or reduction in the price of services and products, and this will have a positive impact on social welfare.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		The measure acts uniformly across the territory of the entire Republic, there is no specific regional impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		No direct impact, but the increased efficiency of public administration provides for better access to these public services.
4)	Environmental impact	YES	This measure has a positive environmental impact in the medium and long term, since it reduces the use of paper and burning of fossil fuels.
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		The measure has a positive environmental impact, since the introduction of the option of online submission of requests with reduce the use of paper, artificial dyes, office waste and burning of fossil fuels.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No impact.
	3) Does the chosen option affect human health?		No impact.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No impact.
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No impact.

5)	Governance impact	YES	This measure can have a significant governance impact, since it provides for the outsourcing of ICT technologies
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		The human capacities of the Public Policy Secretariat or any other body that becomes competent over the work of this register need to be improved.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		The measure is being implemented with the expert support of consultants engaged through international donor projects to overcome the lack of capacities in public administration.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		No. The measure is being implemented through existing bodies, primarily through the Public Policy Secretariat.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?		Yes
	5) Does the chosen option affect the rule of law and security?		It has a significant positive effect on the rule of law in the country, since increasing the availability of information for citizens and businesses on regulations and administrative procedures increases legal certainty. The register also provides downloads of forms for submitting requests thereby improving efficiency in the conduct of procedures, and thereby access to public administration and increased efficiency in exercising rights.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?		It increases transparency, since a single place holds an inventory of all administrative procedures. It makes it possible to quickly and easily find information on the method of submitting requests, necessary documentation, deadlines for decisions based on requests, total costs, purpose of procedures, legal basis, and other elements of the procedure, which represent the most frequent objections against the non-transparency in the work of public administration in focus groups.

	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	Regular updating of the Register needs to be provided.
	Identification of potential risks	The key risk for the implementation of this measure is the lack of legal obligation for ministries and administrations within ministries to update data on the procedures contained in the Register. It is necessary to provide for the implementation of this obligation, because otherwise, due to changes to regulations, the Public Register of Administrative Procedures may become obsolete and therefore a source of incorrect information about procedures and methods for their implementation, leading to a negative impact on legal certainty in the implementation of these procedures.

1. Specific objective - <i>Development of e-Government infrastructure and ensuring interoperability</i>								
No.	Name of measure	Need for a detailed PPIA	Performance indicator					
8	Improving the human capacities of public administration to establish and apply information technologies in e-Government	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Number of civil servants certified for ITIL	0	30	60	100
			2	Number of systematised and filled jobs for IT officers in public administration and local self-government units compared to the total number of officers	1 per 130 at the level of LSUs 1 per 100 at the level of state administration	1 per 100 at the level of LSUs 1 per 75 at the level of state administration	1 per 90 at the level of LSUs 1 per 50 at the level of state administration	1 per 65 at the level of LSUs 1 per 25 at the level of state administration
			3	Average number of civil servants trained to work in a digital environment	50%	60%	75%	90%

			compared to the total number of civil servants in a public administration body, and/or local self-government body				
Basis for reducing the scope of analysis, including options analyses							
1)	Is the measure planned in accordance with legal obligations			NO			
2)	Is the measure planned in accordance with a ratified international agreement			NO			
Staff training for working with IT technologies is a condition for establishing e-Government.							
Result of the impact analysis							
Type of impact		Does it exist		Explanation			
1)	Financial impact		YES		The measure leads to a constant increase of expenditures for staff salaries and trainings, but reduces expenses for the selection and training of new staff.		
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?			The positive impact is reflected in reducing the expenditures needed for the selection and training of new staff, since the implementation of this measure should lead to lower fluctuation of staff in public administration.			
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?			Budget funds need to be secured for drafting an analysis of the needs of public administration for IT profiles and staff for managing IT projects, a proposal for a sustainable scheme for managing these human resources within public administration, and for implementing training for IT staff, but their amount is not elaborated by the Action Plan.			
	3) How will the implementation of the chosen option affect international financial obligations?			This measure involves the establishment of permanent expenditures based on staff salaries, thereby assuming that it should be financed from regular state revenues, not borrowed sources.			
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?						
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?			Considering the achieved budget surplus, funding for this measure can in principle be achieved from the realised surplus. However, a more detailed analysis will uncover the true costs of this measure and whether they can be fully covered from the achieved surplus.			

	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	All public institutions will have an increase in expenditures for salaries of staff in IT jobs, procurement of services of specialised IT companies, and expenditures for the procurement of equipment for staff and servicing this equipment.
2)	Economic impact	YES
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	Companies operating in the field of sale and servicing of IT equipment will experience increased revenues based on increased demand in the public sector. Positive impact will occur for business revenues of companies selling hardware and those providing IT services, since there will be an increase in the need of public administration for such equipment and services. This measure will cause no expenses for commercial entities.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	No direct impact.
	3) Do the chosen options affect the competition conditions and in what way?	No direct impact.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	No impact, since it primarily relates to the workforce.
	5) Does the chosen options affect social capital and its distribution and in what way?	No direct impact.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	No impact.
3)	Social impact	YES
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	The measure will lead to increased demand for IT staff in the labour market. No positive or negative impact on society.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	No negative impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the	There is no impact on any specific or vulnerable social groups.

	chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	The measure affects an increased demand for IT staff , because of an increase in the needs of public administration for such staff, and additional hiring in IT companies because of a higher demand for their products and services by public administration.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	All citizens will have equal treatment.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	No impact.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure applies equally to the territory of the entire Republic, there is no specific regional impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	No direct impact.
	4) Environmental impact	NO

		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	No impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact.
		3) Does the chosen option affect human health?	No impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No impact.
	5)	Governance impact	YES
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	Yes. The increased hiring of IT staff will also lead to the need for their organisation within public bodies. This will require the forming of special departments.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	Considering the limited experience and knowledge of public administration in the field of IT, it may be assumed that external expert support will be necessary.
		3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of	No.

		technical and human capacities, etc.) and what is the required period to implement this?	
		4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes.
		5) Does the chosen option affect the rule of law and security?	No direct impact.
		6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	No direct impact.
		7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	-
Identification of potential risks		The key risks for the implementation of this measure are insufficient financial resources in public administration for financing the hiring of required IT staff, and the complexity of the staff selection process. This measure is made particularly complicated by limitations to hiring and salaries in the public sector imposed by the Law on Public Services and Law on the System of Salaries of Employees in the Public Sector.	

1. Specific objective - Development of e-Government infrastructure and ensuring interoperability								
No.	Name of measure	Need for a detailed PPIA	Performance indicator					
9	Improving information security and standards	NO	Name		Baseline value	Target value		
			1	Number of bodies with an established and functional information security system meeting standards related to information security (adopted Act on Information Security and adopted disaster recovery plan)	10	1 years	2 years	3 years
						100	180	250

		2	Number of implemented information security tests for ICT in public administration and local self-government	15	30	60	100
		3	Number of civil servants having completed cyber exercises	50	100	150	200
Basis for reducing the scope of analysis, including options analyses							
1)	Is the measure planned in accordance with legal obligations	NO					
2)	Is the measure planned in accordance with a ratified international agreement	YES Enabling Digital Governance (EDGE) project					
The measure is of vital importance not only for the work of e-Government and public administration in general, but also the functioning of the state and national security. It envisages the establishment of CERT teams that will work on cyber-security in public administration and efficient communication between public bodies. Although the measure mainly leads only to increased expenditures, it is absolutely necessary for establishing e-Government in general.							
Result of the impact analysis							
Type of impact		Does it exist	Explanation				
1)	Financial impact	YES	It will affect an increase in public expenditures, due to the employment of IT staff to work in CERT teams, required to ensure the functioning and security of ICT in public administration, and thus the implementation of e-Government.				
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		It will increase public expenditures: forming CERT teams requires the hiring and training of staff, and a permanent increase in expenditures for salaries, costs of training and costs of equipment servicing, as well as the hiring of external services. No direct impact on public revenues.				
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The implementation of this measure does not require the allocation of budget funds. Most activities are financed from a World Bank loan.				
	3) How will the implementation of the chosen option affect international financial obligations?		No impact. Part of the measure is financed from the World Bank loan that is already in the process of implementation.				
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant						

	training) expressed in categories of capital expenses, current expenses and salaries?		
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		It is possible in principle, from the achieved budget surplus.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		All public bodies that have CERTs will experience an increase in expenditures for salaries and costs of procurement and servicing of equipment.
	2)	Economic impact	YES
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The economic impact of this measure is extremely significant for the economy because it ensures the security of e-Government.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		The positive impact is reflected in ensuring security in the functioning not only of e-Government and public administration, but society in general, therefore its importance is hard to monetise. There are no additional expenses.
	3) Do the chosen options affect the competition conditions and in what way?		By increasing the security of e-Government and ensuring its unfettered development it increases the competitiveness of the national economy.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		No impact on competition.
	5) Does the chosen options affect social capital and its distribution and in what way?		Yes, it provides for the faster and safer transfer of technologies to public administration.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		Not directly.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		No direct impact.
	3)	Social impact	YES
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		This measure has a positive social impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, more available to citizens than classical administration.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		The positive impact is reflected in ensuring security in the functioning, not only of e-Government and public administration, but society in general, therefore its importance is hard to monetise. There are no additional expenses.

	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	No impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	No impact.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	It will increase demand for IT staff.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	No discrimination.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	No impact on prices.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure acts uniformly across the territory of the entire Republic, it is not regional in character.

	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		No direct impact.
4)	Environmental impact	NO	
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		No impact.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No impact.
	3) Does the chosen option affect human health?		No impact.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No impact.
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No impact.
5)	Governance impact	YES	
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		Since the establishment of CERT teams in public bodies is planned for this year, their jobs need to be systematised, and the organisation of public bodies needs to envisage a department for them.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is		External expert support is envisaged for the implementation of the measure, but a need for hiring additional experts can be expected to arise.

	there a need for undertaking certain measures to improve these capacities?	
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	No.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes.
	5) Does the chosen option affect the rule of law and security?	Yes, it is of vital importance for improving information security. SOC teams will work on the supervision, evaluation of risk, and defence of Government information systems: websites, applications, databases, data centres and network. They will assess the risks of cyber-attacks and data leaks, a precondition not only for the functioning of e-Government and public administration in general, but for national security in general. NOC teams will monitor communication between state bodies, to capture any anomalies in the flow of information.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Yes, it is of vital importance for the accountability of public administration towards the security and rights of the citizens of the Republic of Serbia.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	--
	Identification of potential risks	Since the funds have not been secured, there is a risk of delay in the implementation of this measure due to a failure to secure them.

2. Specific objective - *Improving legal certainty in the use of e-Government*

	Name of measure	Need for a detailed PPIA	Performance indicator						
1	Harmonising the legal framework with regulations on e-Government and e-Commerce	NO	Name		Baseline value	Target value			
			1	Percentage of regulations harmonised with general regulations on e-Government and e-Commerce compared to the previously identified number of regulations that need to be harmonised	0%	0%	0%	100%	
			Basis for reducing the scope of analysis, including options analyses						
	1)	Is the measure planned in accordance with legal obligations		YES					
	2)	Is the measure planned in accordance with a ratified international agreement		NO					
	The implementation of this measure is of vital importance for the legal implementation of electronic procedures that will involve the adoption of electronic acts to be accepted as equal evidence in court proceedings.								
	Result of the impact analysis								
	Type of impact		Does it exist		Explanation				
	1)	Financial impact		YES		It will affect a decrease in the costs of implementing administrative procedures and court proceedings, since the creation, delivery and administration of electronic documents generates lower expenses than traditional public administration work.			
		1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		It will reduce expenditures in the functioning of public administration.					
		2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The implementation of this measure does not require the allocation of budget funds.					
		3) How will the implementation of the chosen option affect international financial obligations?		It will have no impact, because it is not being financed from these funds.					
		4) What are the estimated costs of introducing the changes stemming from the implementation of the							

	chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		Not relevant for this measure.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		In the long term it will affect a decrease in the expenditures of all public administration bodies due to the transition to electronic operations.
	2)	Economic impact	YES
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The economic impact of this measure is extremely significant for the economy because it ensures legal certainty in the use of e-Government. The implementation of the measure will not cause additional expenses for businesses.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		Not relevant for this measure.
	3) Do the chosen options affect the competition conditions and in what way?		Not relevant for this measure.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Yes, because it has a positive impact on the creation of legal conditions for introducing electronic procedures and services, to be ensured subsequently in cooperation with the ITE Office.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not directly.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		It will have an indirect impact on raising the quality of work, and accountability of public administration staff, having in mind the transparency of electronic procedures.
	3)	Social impact	YES
			This measure will have a positive social impact in the medium and long term, since it will enable the establishment of a comprehensive e-Government, more available to citizens than classical administration.

	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	The positive effects are primarily reflected in ensuring legal certainty in the functioning of e-Government, as well as an increase in the availability of e-Government, thus benefits for citizens will be diverse and considerable.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	It will not have this type of negative impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will have a positive impact on all social groups.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure will have an impact in regards to the additional training of public administration staff for implementing electronic procedures.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The measure does not have any impact regarding discrimination.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The measure can affect a decrease of the costs of implementation of administrative procedures, and thus the amount of fees in those procedures.

		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure acts uniformly across the territory of the entire Republic, it is not regional in character.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The measure can have positive effects regarding ease of access to procedures for exercising rights in social welfare and healthcare.
	4)	Environmental impact NO	
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	No impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact.
		3) Does the chosen option affect human health?	No impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No impact.
	5)	Governance impact YES	
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	Since the implementation of this measure will lead to the establishment of electronic procedures, the entire public administration needs to adapt its organisation to this change.

	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	This measure primarily involves regulatory activities by public administration bodies, thus it is necessary to direct the human resources of these bodies towards the efficient implementation of this measure.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	No
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes
	5) Does the chosen option affect the rule of law and security?	Yes, it is of key importance for the rule of law, since its implementation is a condition for establishing legal certainty in the implementation of administration procedures electronically.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Yes, it is of key importance for establishing electronic procedures, ensuring the highest possible level of transparency in the work of public administration.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	--
	Identification of potential risks	There is a significant risk that certain public administration bodies will not want to harmonise regulations on administrative procedures under their competence with regulations on electronic operations and e-Government. This may particularly happen with infrequent procedures. This risk may be mitigated by establishing mechanisms that will control this harmonisation, under the procedure for the adoption of new regulations. An additional risk is carried by the fact that regulations on electronic operations and e-Government are not mutually harmonised regarding the method of delivery and storage of electronic documents. This may lead to the polarisation of public administration regarding the acceptance of different solutions. This risk may be mitigated by harmonising these laws or issuing clear instructions regarding the acceptance of specific legal solutions. Note that instructions are

only binding for staff in a public administration body, while a law is mandatory for all public administration bodies, including LSU bodies and other public authorities.

2. Specific objective - *Improving legal certainty in the use of e-Government*

	Name of measure	Need for a detailed PPIA	Performance indicator					
2	Establishing inspection supervision over the quality of e-service provision	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Number of implemented supervision cases of the competent inspections through the use of e-tools (AI and ISI)	0	20	50	100
			2	Number of state administration bodies, AP bodies and LSUs implementing electronic administrative procedures whose electronic systems are open for supervision by the Administrative Inspection	0	200	1000	2000
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations		YES					
2)	Is the measure planned in accordance with a ratified international agreement		NO					
The implementation of this measure is of vital importance for the legal implementation of electronic procedures.								
Result of the impact analysis								
	Type of impact	Does it exist	Explanation					
1)	Financial impact	No	The measure needs to be implemented with existing human resources.					
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		Not relevant for this measure.					
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The implementation of this measure does not require the allocation of budget funds.					
	3) How will the implementation of the chosen option affect international financial obligations?		It will have no impact, because it is not being financed from these funds.					

	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		None
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		Not relevant for this measure.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		Not relevant for this measure.
2)	Economic impact	YES	The economic impact of this measure is extremely significant for the economy because it ensures legal certainty in the use of e-Government.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The implementation of the measure will not cause additional expenses for businesses.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		Not relevant for this measure.
	3) Do the chosen options affect the competition conditions and in what way?		Not relevant for this measure.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Not relevant for this measure.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not relevant for this measure.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		The implementation of this measure will affect an increase of employee liability for the efficient and legal implementation of administrative procedures, because the measure introduces inspection supervision over their work.
	3)	Social impact	YES

	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	Positive effects are primarily reflected in ensuring the efficient functioning of e-Government.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	It will not have this type of negative impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will have a positive impact on all social groups.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure does not have this type of impact.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The measure does not have any impact regarding discrimination.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	This measure does not have this type of impact.

		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure acts uniformly across the territory of the entire Republic, it is not regional in character.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	This measure does not have this type of impact.
	4)	Environmental impact NO	
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	No impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact.
		3) Does the chosen option affect human health?	No impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No impact.
	5)	Governance impact YES	
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure will affect the organisation of the body wherein this inspection operates.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is	This measure involves the establishment of the capacities of inspection supervision under this segment, to be ensured through the reorganisation of existing personnel resources.

	there a need for undertaking certain measures to improve these capacities?	
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	Yes, the reorganisation of existing capacities will be implemented by the end of 2020.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes
	5) Does the chosen option affect the rule of law and security?	Yes, it is of key importance for the rule of law, since its implementation is a condition for establishing legal certainty in the implementation of administration procedures electronically.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Yes, it is of key importance for the establishment of the accountability system in the implementation of electronic procedures.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	Checklists need to be produced for supervision over the implementation of regulations in the field of e-Government, an activity planned within this measure.
Identification of potential risks		There is a risk that the existing staff capacities will be unable to provide a sufficient number of inspectors, leading to the need for the additional hiring of appropriate staff.

2. Specific objective - *Improving legal certainty in the use of e-Government*

	Name of measure	Need for a detailed PPIA	Performance indicator			
3	Establishment of mechanisms for the correction and updating	NO	Name	Baseline value	Target value	
					1 years	2 years 3 years

of data in registers and monitoring of personal data use			1	Number of official records maintaining personal data that citizens can access in electronic form on the public administration service bus to check they are correct and up to date	0	25	70	150
			2	Number of requests submitted on the e-Government Portal to correct incorrect data maintained in official records available in electronic form	0	200	150	100
			3	Number of requests submitted to bodies to correct incorrect data maintained in official records available in electronic form	0	50	20	10
			4	Number of requests for obtaining reports on the use of personal data available electronically during actions by bodies	0	20	50	100
		<i>Basis for reducing the scope of analysis, including options analyses</i>						
1)	Is the measure planned in accordance with legal obligations			YES				
2)	Is the measure planned in accordance with a ratified international agreement			NO				
The implementation of this measure is of vital importance for maintaining up-to-date registers and records.								
<i>Result of the impact analysis</i>								
<i>Type of impact</i>		<i>Does it exist</i>		<i>Explanation</i>				
1)	Financial impact		No		The implementation of measures requires securing RSD 30 million, and since these funds have not been secured yet, the measure is conditionally implementable.			
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?			Not relevant for this measure.				
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?			The implementation of this measure requires allocating budget funds to the amount of RSD 30 million.				
	3) How will the implementation of the chosen option affect international financial obligations?			It will have no impact, because it is not being financed from these funds.				

	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		RSD 30 million
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		It is possible in principle, from the achieved budget surplus.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		Not relevant for this measure.
2)	Economic impact	YES	The economic impact of this measure is extremely significant for the economy because it ensures legal certainty in the use of e-Government.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The implementation of the measure will provide for savings to businesses, on account of expenses it would have to update data that will be updated based on official duties through this measure.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		Not relevant for this measure.
	3) Do the chosen options affect the competition conditions and in what way?		Not relevant for this measure.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Not relevant for this measure.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not relevant for this measure.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		Not relevant for this measure.
	3)	Social impact	YES

	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	The implementation of the measure will provide for savings to citizens, on account of expenses they would have to update data that will be updated based on official duties through this measure.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	It will not have this type of negative impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will have a positive impact on all social groups.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure does not have this type of impact.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The measure does not have any impact regarding discrimination.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	This measure will affect a decrease in administrative expenses for updating data in registers and records.

		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure acts uniformly across the territory of the entire Republic, it is not regional in character.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	This measure does not have this type of impact.
	4)	Environmental impact NO	
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	No impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact.
		3) Does the chosen option affect human health?	No impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No impact.
	5)	Governance impact YES	
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure does not have this type of impact.

	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	This measure involves the establishment of mechanisms by the IT Office for correcting and updating data in registers and records and monitoring of the use of personal data, thus the capacities of the ITE Office need to be raised on this basis.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	The scope of work based on this measure will not be increased to that extent, thus a restructuring of the ITE Office to implement this measure will not be necessary.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes
	5) Does the chosen option affect the rule of law and security?	Yes, it affects the rule of law, since its implementation affects whether data in registers and records is up to date, and therefore legal certainty and the rule of law.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	This measure does not have this type of impact.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	The implementation of this measure is planned until the end of Q3 2020.
	Identification of potential risks	There is a slight risk that the existing staff capacities of the ITE Office will be unable to ensure the implementation of this measure.

2. Specific objective - *Improving legal certainty in the use of e-Government*

4	Name of measure	Need for a detailed PPIA	Performance indicator		
			Name		Target value

Ensure the efficient protection of the rights of e-Government users in court proceedings		NO			Baseline value	1 years	2 years	3 years	
			1	Number of court proceedings that can be initiated electronically	0	-	-	-	
			2	Percentage of courts by local competence that accept writs and evidence submitted electronically	0%	-	-	-	
			3	Percentage of courts by true competence that access, based on official duty, data in electronic records required for running the proceedings and issuing decision.	0%	-	-	-	
			4	Percentage of judges and court assistants by true competence of courts trained to work in a digital environment	0%	-	-	-	
Basis for reducing the scope of analysis, including options analyses									
1)	Is the measure planned in accordance with legal obligations		YES, it is a constitutional right for citizens.						
2)	Is the measure planned in accordance with a ratified international agreement		NO						
The implementation of this measure is of vital importance for establishing legal certainty in participation in electronic administrative procedures, a precondition for their acceptance by citizens and businesses.									
Result of the impact analysis									
Type of impact		Does it exist	Explanation						
1)	Financial impact		No	The funds for implementing this measure were not allocated or secured, thus the measure is conditionally implementable.					
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		Not relevant for this measure.						
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The implementation of this measure will require the allocation of budget funds or donor funds.						

	3) How will the implementation of the chosen option affect international financial obligations?		It will have no impact, because it is not being financed from these funds.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		Not estimated.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		It is possible in principle, from the achieved budget surplus.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		Not relevant for this measure.
2)	Economic impact	YES	The economic impact of this measure is extremely significant for the economy because it ensures legal certainty in the use of e-Government.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The implementation of the measure will provide for benefits to businesses in the form of full legal certainty in electronic administrative procedures, and therefore indirect economic impact.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		Not relevant for this measure.
	3) Do the chosen options affect the competition conditions and in what way?		Not relevant for this measure.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Not relevant for this measure.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not relevant for this measure.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		Not relevant for this measure.

3)	Social impact	YES	This measure will have a positive social impact in the medium and long term, since it will enable the establishment of an efficient e-Government, in the interest of citizens and businesses.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		The implementation of the measure will provide for benefits to citizens in the form of full legal certainty in electronic administrative procedures, and therefore indirect economic impact.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		It will not have this type of negative impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?		This measure will have a positive impact on all social groups.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?		This measure does not have this type of impact.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?		The measure does not have any impact regarding discrimination.

		6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	This measure will affect a decrease in administrative expenses for updating data in registers and records.
		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	The measure acts uniformly across the territory of the entire Republic, it is not regional in character.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	This measure does not have this type of impact.
	4)	Environmental impact	NO
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	It has an indirect impact, since legal certainty in electronic administrative procedures is a precondition for their broad use, and therefore reduction of material used in classical procedures (paper and other supplies).
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact.
		3) Does the chosen option affect human health?	No impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No impact.
	5)	Governance impact	YES

1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure does not have this type of impact.
2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	This measure involves the implementation of training for a broad range of judiciary authorities and other employees in the judiciary for working with electronic documents, and drafting the Analysis of needs for harmonising the court rules of procedure and process laws with the Law on e-Commerce and Law on e-Government, including the need to prescribe the obligation of downloading data, and/or reviewing data in electronic records and registers maintained by public administration bodies in evidence proceedings by judiciary authorities and court forensic experts, and potential activities for harmonising such regulations in accordance with the results of the analysis. We believe the Judiciary Academy and other parties implementing activities planned by this measure have the capacities for implementing this extremely important measure.
3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	Having in mind the distribution of duties in the implementation of this measure, we believe that the restructuring of the principal party for the activity with the aim of implementing this measure will not be necessary, and the activities will be implemented within the planned deadlines.
4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes
5) Does the chosen option affect the rule of law and security?	Yes, it affects the rule of law, since its implementation is of key importance for legal certainty in the implementation of administrative procedures electronically.
6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	This measure does not have this type of impact.
7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	The implementation of training is planned continuously, while the drafting of the Analysis of needs for harmonising the court rules of procedures and process laws with the Law on e-Commerce and Law on e-Government, and the harmonisation of these regulations in accordance with the results of the Analysis until the end of 2020.

	Identification of potential risks	There is a risk that the general-competence courts will not accept electronic documents as equal evidence in procedures they implement. Furthermore, there is a danger that administrative courts will not treat actions undertaken in electronic and analogue procedures equally. Therefore, it is necessary to carefully implement the activities envisaged by this measure and, depending on the effects of their implementation, to plan additional measures and activities during the forthcoming planning period with the aim of having e-Government accepted by the judiciary, the courts most of all.
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2. Specific objective - <i>Improving legal certainty in the use of e-Government</i>										
	Name of measure		Need for a detailed PPIA		Performance indicator					
5	Improving the legal framework and practice of the use of e-Signatures and e-Stamps in public administration		NO		Name		Baseline value	Target value		
								1 years	2 years	3 years
					1	Number of issued advanced electronic stamps (target 10,000), first year 10%, second year 30%, third year 60%)	0	200	500	2,000
<i>Basis for reducing the scope of analysis, including options analyses</i>										
1)	Is the measure planned in accordance with legal obligations				YES					
2)	Is the measure planned in accordance with a ratified international agreement				NO					
The implementation of this measure is important for the comprehensive regulation of the subject matter of the use of e-Signature and e-Stamp by public administration, and the elimination of the dilemma regarding which of these two qualified certificates are used by public administration bodies when signing the electronic act being adopted under their competences.										
<i>Result of the impact analysis</i>										
<i>Type of impact</i>			<i>Does it exist</i>		<i>Explanation</i>					
1)	Financial impact		No		The funds for implementing this measure were not allocated or secured, thus the measure is conditionally implementable.					
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?				Not relevant for this measure.					

		2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?	The implementation of this measure will require the allocation of budget funds or donor funds.
		3) How will the implementation of the chosen option affect international financial obligations?	It will have no impact, because it is not being financed from these funds.
		4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	Not estimated.
		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	It is possible in principle, from the achieved budget surplus.
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	Smaller expenditures are possible if certain public administration bodies, and/or public authorities are obliged by regulations to use qualified electronic stamps instead of the qualified electronic signature that they are already using to perform their duties.
	2)	Economic impact	YES
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	Smaller expenditures are possible if certain public administration bodies, and/or public authorities are obliged by regulations to use qualified electronic stamps instead of the qualified electronic signature that they are already using to perform their duties.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	Not relevant for this measure.
		3) Do the chosen options affect the competition conditions and in what way?	Not relevant for this measure.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	Not relevant for this measure.
		5) Does the chosen options affect social capital and its distribution and in what way?	Not relevant for this measure.

		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	Not relevant for this measure.
3)	Social impact	YES	This measure will have a positive social impact in the medium and long term, since it will enable the establishment of an efficient e-Government, in the interest of citizens and businesses.
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure does not have this type of impact.
		2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	It will not have this type of negative impact.
		3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure does not have this type of impact.
		4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure does not have this type of impact.
		5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national	The measure does not have any impact regarding discrimination.

		affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	
		6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	This measure does not have this type of impact.
		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	This measure does not have this type of impact.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	This measure does not have this type of impact.
	4)	Environmental impact NO	
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	This measure does not have this type of impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	This measure does not have this type of impact.
		3) Does the chosen option affect human health?	This measure does not have this type of impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	This measure does not have this type of impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	This measure does not have this type of impact.

5)	Governance impact	YES	
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		This measure does not have this type of impact, but the regulation that will regulate the use of qualified electronic signatures or qualified electronic stamps may prescribe that certain administrative procedures are implemented in a specific manner (e.g. automated issuing of electronic extracts from records), which may lead to organisational changes in the public administration body.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		Yes.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		No.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?		Yes
	5) Does the chosen option affect the rule of law and security?		Yes, it affects the rule of law, since its implementation is introducing rules in the use of qualified electronic signatures and qualified electronic stamps, so it will be easier to control and monitor the legality of the implementation of procedures and accuracy of acts.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?		This measure does not have this type of impact.

<p>7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?</p>	<p>The implementation of this measure is planned for Q2 2021.</p>
<p>Identification of potential risks</p>	<p>There is a risk that the MoI will not ensure the conditions for providing the service of qualified validation of qualified electronic stamps in time, thereby leading to the possibility that this service will have to be provided by public authorities in the market, with reimbursements, leading to direct costs to the amount of the price of this service.</p> <p>Furthermore, if the by-law regulating electronic office operations is not decisive regarding the cases in which only qualified electronic signatures are being used, there is a risk of inconsistent practices that may affect a decrease in legal certainty regarding electronic acts by public administration.</p>

2. Specific objective - <i>Improving legal certainty in the use of e-Government</i>								
	Name of measure	Need for a detailed PPIA	Performance indicator					
6	Improving delivery in e-Government	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Number of activated electronic mailboxes for commercial entities and other legal persons	0	20000	40000	150000
			2	Number of activated electronic mailboxes for natural persons	0	80000	320000	640000
	<i>Basis for reducing the scope of analysis, including options analyses</i>							
1)	Is the measure planned in accordance with legal obligations	YES						
2)	Is the measure planned in accordance with a ratified international agreement	NO						
The implementation of this measure is significant for accelerating the implementation of administrative procedures and increasing reliability of delivery in those procedures.								
<i>Result of the impact analysis</i>								

	<i>Type of impact</i>	<i>Does it exist</i>	<i>Explanation</i>
1)	Financial impact	No	The funds for implementing this measure were not allocated or secured, thus the measure is conditionally implementable.
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		The implementation of this measure has a positive impact on public expenditures because it reduces the costs of delivery.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The implementation of this measure will require the allocation of budget funds or donor funds.
	3) How will the implementation of the chosen option affect international financial obligations?		It will have no impact except for activities implemented from the World Bank loan that has already been secured.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		Not estimated.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		It is possible in principle, from the achieved budget surplus.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		The implementation of the measure will reduce delivery-related expenditures for institutions.
	Economic impact	YES	The economic impact of this measure is extremely significant for the economy because it ensures legal certainty in the use of e-Government.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		This measure may only have an impact on decreasing business expenditures in the implementation of administrative procedures, since electronic delivery is free of charge.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		Not relevant for this measure.
	3) Do the chosen options affect the competition conditions and in what way?		This measure may affect competition, if electronic delivery is made possible only through a single electronic mailbox, since it eliminates the potential for delivery through a provider of the service of qualified electronic delivery.

	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Not relevant for this measure.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not relevant for this measure.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		Not relevant for this measure.
3)	Social impact	YES	This measure will have a positive social impact in the medium and long term, since it will enable the establishment of an efficient e-Government, in the interest of citizens and businesses.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		This measure may only have an impact on decreasing citizen expenditures in the implementation of administrative procedures, since electronic delivery is free of charge.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		It will not have this type of negative impact.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?		This measure does not have this type of impact.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour		This measure does not have this type of impact.

	market, gender equality, vulnerable groups and forms of their employment, etc.)?		
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?		This measure does not have any impact regarding discrimination, although only persons having the capability for electronic communication will be able to take part in electronic procedures.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		This measure does not have this type of impact.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		This measure does not have this type of impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		This measure does not have this type of impact.
	4)	Environmental impact	NO
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		This measure has an indirect impact on the environment since it reduces the use of paper and other supplies regarding delivery.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		This measure does not have this type of impact.
	3) Does the chosen option affect human health?		This measure does not have this type of impact.
	4) Does the chosen option pose a risk for the environment and human health and could		This measure does not have this type of impact.

		supplemental measures lead to the mitigation of such risks?	
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	This measure does not have this type of impact.
	5)	Governance impact	YES
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure may affect the need to implement organisational changes in a public administration body, since it will reduce the work of registry offices regarding the acceptance and sending of paper documents, as well as costs regarding the storage and archival of such documents.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	Yes.
		3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	No.
		4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes
		5) Does the chosen option affect the rule of law and security?	Yes, it affects the rule of law since its implementation introduces rules regarding electronic delivery, thus making it easier to control and monitor the effects of delivery.
		6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	This measure does not affect the transparency of the work of public administration in regards to delivery.

	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	The implementation of this measure is planned for Q4 2021.
Identification of potential risks	<p>There is a high risk of whether and to what extent citizens and businesses would accept the option of becoming users of the single administrative point, and thereby the single electronic mailbox. If the single electronic mailbox is not accepted by a sufficient number of citizens or a predominant share of businesses during an appropriate period after its introduction in the system, this will give rise to the question of whether this solution should be retained by our legal system and for what purpose. To avoid this, this measure needs to be implemented from the very beginning with a clear idea of:</p> <ul style="list-style-type: none"> • Who will be all the users of the single electronic mailbox? <ul style="list-style-type: none"> ○ Public administration bodies; or ○ Commercial entities; or ○ Citizens. • Are any of the above be obliged by force of law to use the single mailbox? • Who will be sending mail to the mailbox of the user of the single electronic mailbox? <ul style="list-style-type: none"> ○ Certain public administration bodies (tax administration, inspection...); or ○ All public administration bodies; or ○ All public authorities (including, in addition to public administration bodies, notaries public, enforcement officers and public enterprises); or ○ All public authorities and courts. • What documents will the users of the single electronic mailbox be receiving through that mailbox? <ul style="list-style-type: none"> ○ Acts (decisions and other documents establishing their rights and obligations); or ○ Acts and writs by public administration bodies; or ○ Acts and writs by public administration bodies and courts; or ○ All of the above, as well as other writs being delivered under the procedures. • How will laws prescribe the methods of electronic delivery? <ul style="list-style-type: none"> ○ Only through the single electronic mailbox; or ○ Through the single electronic mailbox and through providers of the service of qualified electronic delivery, in accordance with the law regulating electronic business; 	

- In both of the above methods, as well as other methods as prescribed by specific laws: the laws regulating the issuing of construction permits, registration in the real estate cadastre, registration of financial reports, etc. already prescribe the delivery of electronic documents differently, already successfully implemented in practice;
- Electronic delivery can be conducted exclusively, or parallel delivery will be possible in the following ways

The answers to all the above questions should be provided by the Analysis envisaged to be drafted by the Action Plan, as the first activity under this measure (Analysis of process laws and other specific regulations on delivery with recommendations for harmonisation with the provisions on electronic delivery in the Law on e-Government with recommendations for amendments). The analysis is envisaged to contain recommendations for the systematic and consistent amendment of process laws regulating administrative and court proceedings so as to regulate electronic delivery through the single electronic mailbox. Due to the above, the quality and scope of this analysis will be of key importance for the further successful implementation of this measure.

3. Specific objective – Increase of the availability of e-Government to citizens and business through improvement of user services								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
1	Improving the e-Government Portal and other software solutions	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Number of services on the e-Government Portal	20	50	100	300
			2	Number of active service users on the Portal	300,000	500,000	1,000,000	1,500,000
			3	Share of level-four sophistication services available at the Portal compared to the total number of e-services on the e-Government portal	0%	20%	40%	80%
			4	Percentage of users assessing their user experience on the portal positively	0%	50%	70%	90%
			5	Compliance of the functionality of the e-Government Portal with accessibility standards	0%	60%	70%	90%
			6	Number of implemented services on the e-Government Portal annually	0	1,100,000	2,000,000	3,500,000
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				YES			
Enabling Digital Governance (EDGe) project								
The principal party for implementing the measure is ITE. This measure envisages numerous activities, since it was shown that the e-Government Portal requires a detailed reorganisation to make it clearer and more user-oriented. The identification of electronic identity through the implementation of identity federation and two-factor authentication is particularly important for optimisation that will support all technological platforms and browsers, and the establishment of the efficient use of the Portal on mobile platforms. The implementation of the option of monitoring the progress of a procedure is also planned, along with deadline compliance, options for complaints and assessment of the quality of services. All of this requires improved ITE capacities.								
Result of the impact analysis								
Type of impact			Does it exist		Explanation			
1)	Financial impact		YES		The financial impact of this measure is significant having in mind that all the activities of this measure related to technical improvements (software and hardware) are being financed from the budget of the Republic of Serbia.			

	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		The redesign of the e-Government Portal and implementation of a solution for the unified payment of all fees and/or reimbursements paid under the procedure of providing a single service and without the need to submit evidence of payment is being financed from budget funds by the end of 2020. Before that, and ending with 2019, budget funds will be used to develop a software solution (Identity Management System) and integrate it with other subsystems. A total of RSD 65 million is envisaged to be allocated in 2019 and an additional RSD 20 million in 2020. Furthermore, RSD 3.1 million will be used for the implementation of activities from the Digital Transformation project (2.1 in 2019 and 1.0 in 2020), along with funds from the Enabling Digital Governance (EDGE) project.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		Budget costs for the implementation of this measure have already been programmed, thus there will be no need for additional resource planning.
	3) How will the implementation of the chosen option affect international financial obligations?		Since this measure is partly being financed from a World Bank loan, its implementation will affect international obligations. Cumulatively, USD 17.76 will be spent by the end of 2022 for the implementation of this and other Programme measures.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		This measure does not create this type of cost directly, but indirectly it may create costs for the professional development of ITE staff.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		Financial expenditures for implementing this measure have already been programmed through the budget, donor assistance and a World Bank loan.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		No expenditures are expected for other institutions, since the networking of the software solution (Identity Management System) will integrate it with the Tax Administration, SBRA, CROSO and other bodies through the use of regular funds.
2)	Economic impact	YES	The economic impact of this measure is considerable since it reduces the administrative costs for citizens and businesses in using e-services.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		Commercial entities will not bear additional expenses due to the implementation of this measure. On the other hand, due to the increased efficiency of use of e-services commercial entities will have benefits reflected in using fewer working hours when using e-Government.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign		This measure does not have a significant impact on the competitiveness of commercial entities.

	market (including price competitiveness effects) and in what way?		
	3) Do the chosen options affect the competition conditions and in what way?		This measure has no impact on competition conditions
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		The measure has a strong impact on the use of technical-technological innovation because it introduces the system of multi-factor identification of e-Government users, the Identity Management System and unified system for payment of fees/reimbursements and accounting of payments.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not significantly.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		No significant impact
	3)	Social impact	YES
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		This measure has a positive social impact in the medium and long term, because it improves the conditions for citizens using e-Government services.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		The citizens will bear no additional costs because of the implementation of this measure. At the same time, in the long term citizens will have benefits through better access to e-Government services reflected in greater legal certainty and easier navigation on the Portal, and less time needed to use public administration services.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally		This measure will not have a negative impact on any specific population group.
			This measure will not have a negative impact on any vulnerable social group.

		displaced persons and the population of rural areas, and other vulnerable social groups)?	
		4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure will have no significant impact on the labour market and employment.
		5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of this measure does not have this type of impact
		6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The implementation of this measure has no direct impact on the price of goods and services and the living standard, however it has a long-term impact on the efficiency of doing business, and thus may impact the living standard of citizens.
		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	No significant impact.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The implementation of this measure does not have this type of direct effect, but indirectly, through the increased efficiency in the provision of public services in all areas of society, it creates positive changes in the availability of public services related to the healthcare system, education and social welfare systems.
4)	Environmental impact	YES	This measure has a positive environmental impact in the long term due to the reduced amount of office supplies used in the process of providing public services.
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban	This measure has a limited environmental impact due to the reduced amount of use of office supplies and increased efficiency of the system of inspection supervision in the provision of municipal services, due to the increased efficiency of inspection supervision.

	ecology and waste management, raw materials, energy efficiency and renewable energy sources?		
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No significant impact
	3) Does the chosen option affect human health?		No significant impact, but it can lead to the more efficient functioning of the healthcare system.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No
5)	Governance impact	NO	This measure does not have significant governance impact.
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		No, this measure does not introduce this type of change.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		Yes, the ITE Office and implementation partners have the required capacities to implement this measure.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		No
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?		It is not contrary to regulations and public policy documents in force.

		5) Does the chosen option affect the rule of law and security?	There will be an indirect impact on the rule of law due to the introduction of higher quality user identification systems and improved organisation of the e-Government Portal.
		6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	The improvement of the e-Government Portal is being done with the aim of improving the transparency of the provision of public services.
		7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	By the end of 2020 the ITE Office will have to undertake measures related to the organisation of the implementation of an analysis of user experiences on the e-Government Portal, as well as a preparatory analysis related to the redesign of the Portal. The ITE office and the other implementation partners will have to organise the process of software development, testing and integration throughout the entire implementation of the Programme, for the implementation of new software solutions, including ensuring the availability of the Portal on mobile devices.
	Identification of potential risks		Having in mind the complexity of this measure, there is a risk that the ITE Office will have issues in organising the large number of activities and sub-activities, which may lead to delays in the implementation of this measure.

3. Specific objective – <i>Increase of the availability of e-Government to citizens and business through improvement of user services</i>								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
2	Standardisation and optimisation of e-services with the aim of improving user services	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Percentage of standardised and optimised services among the 100 selected	0%	10%	50%	100%
	<i>Basis for reducing the scope of analysis, including options analyses</i>							
	1)	Is the measure planned in accordance with legal obligations				NO		
2)	Is the measure planned in accordance with a ratified international agreement				YES <i>Enabling Digital Governance (EDGe) project; Competitiveness and Jobs project</i>			
The principal parties for implementing this measure are the ITE Office and PPS. This measure is aimed at reducing administrative costs through the standardisation and optimisation of the most frequent administrative procedures for businesses and through the digitalisation of citizen-related services.								
<i>Result of the impact analysis</i>								
<i>Type of impact</i>		<i>Does it exist</i>	<i>Explanation</i>					
1)	Financial impact	YES	The financial impact of this measure is considerable, however the highest number of activities are being financed from loan funds from international institutions.					

	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		The activities of this measure are mainly financed from World Bank loan funds and the Enabling Digital Governance (EDGE) project. Budget costs have been programmed and amount to RSD 30 million in 2019.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		Funds for the implementation of this measure have already been programmed.
	3) How will the implementation of the chosen option affect international financial obligations?		Since the majority of the measure is being financed from an IFC and World Bank loan, the implementation of this measure will contribute to achieving the key implementation indicators relevant for compliance with contractual obligations, thus the costs of implementation will not be borne directly by the budget of RS.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		There will be no expenses related to opening new institutions or restructuring existing ones. There will be training costs borne by NAPA through regular budget funds.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		There is no need for a redistribution of existing funds.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		No expenditures for other institutions are expected.
	2)	Economic impact	YES
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		The economic effects of this measure are significant and relate to a lower administrative burden borne by commercial entities.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		Commercial entities will not bear additional costs. On the other hand, significant savings can be expected in the medium and long term due to the standardisation and optimisation of the most frequent procedures.
	3) Do the chosen options affect the competition conditions and in what way?		This measure has a positive impact on the competitiveness of the domestic economy and on attracting foreign investments due to better conditions for doing business.
			This measure has no impact on competition conditions.

		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	No significant impact.
		5) Does the chosen options affect social capital and its distribution and in what way?	Not significantly.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	No significant impact
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure has a positive social impact in the medium and long term, since it increases the amount of e-services offered to citizens through the e-Government Portal.
		2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	The citizens will bear no additional costs because of the implementation of this measure. At the same time, citizens will benefit in the medium and long term from a more efficient public administration, in that fewer resources (time and money) will be spent in contact with public administration to meet obligations or exercise rights.
			This measure will not have a negative impact on any specific population group.
		3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will not have a negative impact on any vulnerable social group. Indirectly, citizens without internet access or the required computer equipment may be in a worse position compared to citizens that have a stable internet connection and computer equipment.
		4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of	This measure has no significant impact on the labour market and employment.

	redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?		
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?		The implementation of this measure has no significant impact of this type. However, there exists the possibility that elderly citizens or those without access to a stable internet connection or computer equipment will find it more difficult to adapt to the transformation of service provision from the traditional to the digital method.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?		The implementation of this option will decrease the costs of administration for citizens in the medium and long term by 0.2% of the GDP according to PPS estimates.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?		No significant impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?		The implementation of this measure has no direct impact of this type, but indirectly, due to the more efficient administration of public services, positive effects may be expected in the provision of public services relevant for these areas.
4)	Environmental impact	YES	This measure has a certain long-term positive environmental impact due to the reduced use of office supplies, but not significant.
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		This measure has a limited environmental impact due to the reduced use of office supplies and more efficient method of providing public services. This impact is not significant, but it will certainly contribute to preserving the environment.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		The measure has no significant impact on the quality and structure of ecosystems.

		3) Does the chosen option affect human health?	No significant impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No
	5)	Governance impact	NO
			This measure does not have a significant governance impact since it is implemented with the existing capacities and structures of ITE and PPS.
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	No
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	Yes, however the capacities are limited, thus it will require the engagement of external experts through donor funds and secured loans – check with ITE and PPS.
		3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	No
		4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	It is not contrary to regulations and public policy documents in force.
		5) Does the chosen option affect the rule of law and security?	It will have a positive impact on the rule of law having in mind the increased quality and availability of the provision of public services for businesses and citizens.
		6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	The introduction of services in digital format increases the transparency of public administration, clearly defining the responsibilities of institutions when resolving cases.

	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	The ITE Office and PPS will have the obligation to take over organisational activities for establishing a platform for the digitalisation of services for citizens and businesses by the end of 2019. By the end of the implementation process ITE will be undertaking technical and organisational activities with the aim of digitalising public services, while PPS will organise the optimisation of procedures through the e-Paper project in 2021.
	Identification of potential risks	Having in mind the complexity of activities being implemented under this measure, and the fact that the ITE Office is implementing a considerable number of other activities in parallel, there is a risk that due to the capacities being full there will be delays with the realisation of certain activities being implemented under this measure, potentially leading to a decrease in the expected positive effects.

3. Specific objective – Increase of the availability of e-Government to citizens and business through improvement of user services								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
3	Providing support to e-Government users	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Percentage of services that have support provided through a helpdesk (BV: 5%; TV 20% in 2019; 65% in 2020 80% in 2021 and 100% in 2022)	5%	65%	80%	100%
			2	Percentage of resolved help desk user requests compared to the number of submitted requests (BV 80%, target value in 2020 99%)	80%	85%	90%	99%
			3	Percentage of services with data on user satisfaction (BV 0%, TV 20% in 2019, 65% in 2020, 80% in 2021 and 100% in 2022)	0%	65%	80%	100%
			4	Percentage of services where users have positively evaluated the support they received	0%	50%	70%	100%
			5	Percentage of users positively evaluating their satisfaction with e-Government services	0%	65%	80%	100%
			6	Percentage of services with the option of monitoring case progress (BV 0%, TV 20% in 2019, 65% in 2020, 80% in 2021 and 100% in 2022)	0%	65%	80%	100%
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				YES			
					Enabling Digital Governance (EDGe) project			
The principal party for implementing the measure is the ITE Office. The Analysis of the state of e-Government shows that user support is mainly provided by public administration bodies through e-mail on user requests (46% of services), as well as through call centres (34%) or the “Frequently Asked Questions” section on institutional websites (20%). This was proven to be inadequate, thus it is necessary to establish a continuous and unified support mechanism for e-Government users, and continuous measurement of user satisfaction. The establishment of a one-stop-shop for e-Government users at the ITE Office was envisaged to this end, along with the establishment of a mechanism and methodology for collecting data on user satisfaction.								
Result of the impact analysis								
Type of impact		Does it exist		Explanation				

	1)	Financial impact	YES	The financial impact of this measure relates to the physical establishment of ITE call centres.
		1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		The activities under this measure are being implemented through a World Bank loan, thus they will not cause additional and unforeseen costs for the budget of RS. In addition to the loan, additional activities are financed through the Digital Transformation project (RSD 30 million in 2019).
		2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		Funds for the implementation of this measure have already been programmed.
		3) How will the implementation of the chosen option affect international financial obligations?		Since the majority of the measure is being financed from a World Bank loan, the implementation of this measure will contribute to achieving the key implementation indicators that are relevant for compliance with contractual obligations. In this way the costs of implementation will not be borne directly by the budget of RS.
		4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		There will be no additional costs since the establishment of the call centre will be performed using existing ITE Office resources, while the organisational establishment of the centre will be performed with support from World Bank loan funds.
		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		There is no need for a redistribution of existing funds.
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		No expenditures for other institutions are expected.
	2)	Economic impact	YES	The positive economic impact of this measure is due to the improvement of conditions for the use of e-services.
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		Commercial entities will not bear additional costs. On the other hand, in the medium and long term there may be benefits in regards to reduced times required for users to become familiar with an e-service (through clear explanations of electronic procedures on websites and portals) and due to the customer centre resolving potential uncertainties.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		This measure, cumulatively with other measures from specific objective 3, will contribute to better conditions for doing business, and thus to the international competitiveness of Serbia.

		3) Do the chosen options affect the competition conditions and in what way?	This measure has no impact on competition conditions
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	No significant impact.
		5) Does the chosen options affect social capital and its distribution and in what way?	Not significantly.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	No significant impact
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure has a positive social impact in the medium and long term, because it facilitates the use of e-services for citizens.
		2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	Citizens will bear no costs because of the implementation of this measure. At the same time, citizens will have medium and long term benefits from a more efficient public administration and a more direct relationship with public administration under the process of using e-services.
		3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will not have a negative impact on any specific population group.
			This measure will not have a negative impact on any vulnerable social group. Indirectly, citizens without internet access, without the required level of knowledge in handling information technology, or the required computer equipment may be in a worse position compared to citizens that have a stable internet connection and computer equipment.

		4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure has no significant impact on the labour market and employment.
		5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of this measure has no significant impact of this type. However there exists the possibility that elderly citizens or those without access to a stable internet connection or computer equipment will find it more difficult to access user support.
		6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The implementation of this option will decrease the costs of administration for citizens in the medium and long term regarding public services.
		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	No significant impact.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The implementation of this measure has no direct impact of this type, but indirectly, due to the more efficient administration of public services, positive effects may be expected in the provision of public services relevant for these areas.
4)	Environmental impact	NO	This measure has no significant impact on the environment. Indirectly, benefits may be expected in the long term due to the reduced amount of office supplies used in the provision of services.
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	This measure has a slight impact on the environment.

		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	The measure has no significant impact on the quality and structure of ecosystems.
		3) Does the chosen option affect human health?	No significant impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No
	5)	Governance impact	YES
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This measure has a significant governance impact having in mind that it envisages the forming of a one-stop-shop for support to e-Government users.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?	Yes, it envisages the establishment of a one-stop-shop at the ITE Office.
		3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	Yes, it is being implemented with existing capacities.
		4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Establishing the call centre requires the adoption of a new Rulebook on the internal organisation and systematisation of jobs at the ITE Office, and the functional organisation of the work of the contract centre, ending in 2021.
		5) Does the chosen option affect the rule of law and security?	The measure is not contrary to regulations and public policy documents in force.
			It will have a certain impact on the rule of law having in mind the higher availability of user support to e-Government users.

	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	Transparency is being increased through the publishing of user instructions on public administration portals and websites.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	Acts for the functioning, instructions and functional organisation of the contact centre will be implemented in 2019, 2020 and 2021.
Identification of potential risks		The implementation of this measure does not bear significant risks, however there is the possibility that in time it will be evident that new hiring is necessary at the ITE Office, which may lead to additional costs for the implementation of the measure.

3. Specific objective – Increase of the availability of e-Government to citizens and business through improvement of user services								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
4	Affirmation of e-Government - raising the awareness of civil servants and citizens on the importance of digitalisation and increasing trust in e-services	NO	Name		Baseline value	Target value		
						1 years	2 years	3 years
			1	Number of civil servants using the e-Government infrastructure	100	400	1,000	2,000
			2	Number of citizens using the single mailboxes	0	0	10,000	100,000
			3	Number of video instructions compared to the number of new e-services, and/or IS	1	10	20	40
			4	Number of commercial entities using the single mailboxes compared to the total number of commercial entities	0	400	1,000	3,000
			5	Number of posts on social media annually	500	600	700	800
			6	Number of posts on online portals annually	300	360	400	500
			7	Number of articles in the highest circulation daily and weekly newspapers	200	240	240	240
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations				NO			

2)	Is the measure planned in accordance with a ratified international agreement	YES Enabling Digital Governance (EDGe) project
The principal party for implementing the measure is the ITE Office with NAPA support under the section of developing and applying the methodology of change management in the field of e-Government. In addition to the development of human resources in public administration for change management, this measure envisages the development of a comprehensive communication strategy for the ITE Office that will be used to develop activities for the promotion of new e-services. The specific focus of the measure will be on promoting the opening of single electronic mailboxes and services through the organisation of media campaigns.		
<i>Result of the impact analysis</i>		
	<i>Type of impact</i>	<i>Does it exist</i>
1)	Financial impact	YES
		<i>Explanation</i>
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?	The financial impact of this measure relates to the need for additional professional development, and the implementation of a campaign to affirm e-Government.
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?	The activities under this measure are mainly being implemented through a World Bank loan, thus they will not cause additional and unforeseen costs for the budget of RS. They will additionally be implemented through the Digital Transformation project (RSD 2.5 million in 2019 and RSD 2.7 million in 2020).
	3) How will the implementation of the chosen option affect international financial obligations?	Not necessary.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	Since the majority of the measure is being financed from a World Bank loan, the implementation of this measure will contribute to achieving the key implementation indicators that are relevant for compliance with contractual obligations. In this way the costs of implementation will not be born directly by the budget of RS.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	Additional training of public administration employees will be conducted by way of NAPA, with additional funds for its implementation envisaged through the Enabling Digital Governance (EDGe) project.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	Not necessary, since the funds have already been secured.
		No expenditures for other institutions are expected. Under exceptional circumstances public administration bodies may independently fund additional training through special professional development programmes.

2)	Economic impact	NO	There will be no significant economic impact since the activities are mainly dealing with improvements to the work of public administration.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		Commercial entities will not bear additional costs. Indirect positive impact is expected through increasing the productivity of public administration. Furthermore, users will be better informed, thus this will produce a higher level of satisfaction with public administration services.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		This measure, cumulatively with other measures from specific objective 3, will contribute to better conditions for doing business, and thus to the international competitiveness of Serbia.
	3) Do the chosen options affect the competition conditions and in what way?		This measure has no impact on competition conditions.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		It has a limited impact on the use of business innovation, but only within public administration.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not significantly.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		No significant impact except at the public administration level, where a certain degree of progress is expected in the level of expertise of public administration employees.
	Social impact	NO	This measure has no negative social impact, while positive social impact is limited and related to increased transparency.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		Citizens will not bear additional expenses due to the implementation of this measure. At the same time, citizens will have benefits in the long term from increasing the transparency and improving the expertise of public administration employees.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		This measure will not have a negative impact on any specific population group.

	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure has no impact of this type.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure has no significant impact on the labour market and employment.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of this measure has no significant impact of this type.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	This measure has no significant impact of this type.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	No significant impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access	The implementation of this measure has no direct impact of this type.

	to services and rights for vulnerable groups and in what way?		
4)	Environmental impact	NO	This measure has no significant impact on the environment.
	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		This measure has no impact on the environment.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		The measure has no significant impact on the quality and structure of ecosystems.
	3) Does the chosen option affect human health?		No significant impact.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No
5)	Governance impact	YES	This measure has an impact on governance having in mind that it raises the capacities of public administration to provide e-services.
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		No
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		Yes, it is being implemented with existing capacities.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies,		No, there is no need for these activities.

	improvement of technical and human capacities, etc.) and what is the required period to implement this?	
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	It is not contrary to regulations and public policy documents in force.
	5) Does the chosen option affect the rule of law and security?	The implementation of this measure will have a positive impact on the rule of law, having in mind that of e-Government users will be better informed about procedures they take part in.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	It increases transparency through a media campaign and notes the responsibilities of public administration bodies.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	A curriculum needs to be prepared for training in the field of change management in public administration, and trainers need to be procured. Furthermore, organisational measures need to be undertaken in 2019 to implement a media campaign to affirm public administration. The development of a communication strategy will require establishing a structure for its development (working or project group) with compliance with the formal rules for the adoption of public policy documents.
Identification of potential risks		No significant risks

3. Specific objective – <i>Increase of the availability of e-Government to citizens and business through improvement of user services</i>									
No .	Name of measure	Need for a detailed PPIA	Performance indicator						
5	Implementation of a one-stop shop	NO	Name			Baseline value	Target value		
							1 years	2 years	3 years
			1	Number of services that have an established one-stop-shop					
Basis for reducing the scope of analysis, including options analyses									
1)	Is the measure planned in accordance with legal obligations				YES				
					Article 42 of the Law on the General Administrative Procedure				
2)	Is the measure planned in accordance with a ratified international agreement				NO				

The principal party for implementing the measure is MPALSG and it relates to the full implementation of the Law on the General Administrative Procedure. This measure is being implemented from budget funds. A Study on the modalities of establishing an administrative one-stop-shop at the national and local level is being implemented within this measure, along with recommendations for selection criteria for services implemented at these points.

<i>Result of the impact analysis</i>			
	<i>Type of impact</i>	<i>Does it exist</i>	<i>Explanation</i>
1)	Financial impact	YES	The activities under this measure are being financed from the national and local budgets.
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		MPALS has allocated RSD 52 million from the budget for 2018 for implementing the pilot of establishing an administrative one-stop-shop. The chosen LSUs have also allocated an additional RSD 5.2 million from their budgets (a share of 10%) ³⁵ . The funds can be used for furnishing the administrative one-stop-shop, procurement of the technical assets required to implement the pilot project, support in the establishment of administrative one-stop-shops (new systematisation and organisation, training for civil servants, etc.)
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The funds were programmed in advance.
	3) How will the implementation of the chosen option affect international financial obligations?		No impact.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		As stated above, these are budget expenditures programmed for the preceding period, thus there will be no such expenses in the future. LSUs may allocate additional funds for implementing the pilot administrative one-stop-shops, but there is no information on these allocations.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		Not relevant.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		There are no additional expenses.
2)	Economic impact	YES	This measure has a positive economic impact on the regional level, i.e. for entities where pilot projects of administrative one-stop-shops will be implemented.

35 MPALSG (2018), Decision on awarding grants for establishing administrative one-stop-shops

		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	Commercial entities will not bear additional costs. There will be benefits for commercial entities in the chosen LSUs (Lazarevac, Žitište, Šabac, Sombor, Smederevska Palanka, Kruševac, Pirot and Bela Palanka) in regards to the time required to perform a given public service.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	This measure affects the competitiveness of regions within Serbia by making commercial entities in the pilot LSUs more competitive compared to other regions due to lower administrative costs.
		3) Do the chosen options affect the competition conditions and in what way?	No significant impact on competition conditions.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	This measure affects organisational innovations in the chosen LSUs. Furthermore, because of the adoption of the by-law to the Law on the General Administrative Procedure further regulating the method of functioning of the administrative one-stop-shop in late 2020, public administration bodies running an administrative one-stop-shop will have to adapt their internal regulations to harmonise them with the given by-law.
		5) Does the chosen options affect social capital and its distribution and in what way?	No significant impact on these areas.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	No significant impact on these areas.
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	Just as for commercial entities, citizens in the chosen LSUs will have significant benefits through the reduced time needed for public services.
		2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	Citizens will not bear additional expenses due to the implementation of this measure. The benefits are such that they make actions before public administration more efficient for citizens requiring less time to perform their obligations and exercise their rights.
		3) Which social groups, particularly which vulnerable social groups would be affected by the	In the short term, regions without an administrative one-stop-shop will bear higher costs than the costs borne by citizens in the pilot LSUs.
			No impact of this type.

	measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	The measure has no direct impact on employment and the labour market, however the introduction of an administrative one-stop-shop may create the opportunity for further employment in the long term, considering the lower administrative costs of doing business.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	No discrimination of any type is being created.
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	There is no direct impact on the price of goods and services, or the living standard of the population.
	7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	No direct impact.
	8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	Procedures in the field of the social welfare system, healthcare system or education system will be easier to administer in LSUs implementing pilot projects, thereby the more efficient implementation of those systems is expected.

	4)	Environmental impact	NO	This measure has no significant impact on the environment.
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		No significant impact. LSUs implementing pilot projects may be expected to reduce the use of office supplies, but the effect is slight at the level of the overall economy.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		No such impact.
		3) Does the chosen option affect human health?		No direct impact.
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No such impact.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No such impact.
	5)	Governance impact	YES	Significant governance impact will occur in the chosen LSUs since business processes will change to a considerable extent.
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		The LSUs implementing pilot projects need to harmonise acts on systematisation, conduct a reallocation of human resources, train civil servants to work at the administrative one-stop-shop and implement software and hardware procurements.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		Yes, since the pilot projects are financed by MPALSG, thus the LSUs bear only part of the additional expenses.
		3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		As stated, it will be necessary to conduct a reorganisation of municipal/city administrations to organise administrative one-stop-shops.

		4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	Yes
		5) Does the chosen option affect the rule of law and security?	The measure has a positive impact on the rule of law in LSUs implementing the pilot projects, since it establishes a one-stop-shop system for a large number of services, thus users have a single channel of communication and a single administrative point.
		6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	There is no significant impact, since the administrative one-stop-shop provides existing services. The measure will have an impact on the transparency of the work of LSU bodies implementing pilot projects, since users will have a single point where they will be able to obtain information on a large number of administrative procedures.
		7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	There is no need to implement additional measures.
	Identification of potential risks		A risk has been identified that LSU bodies implementing pilot projects will not provide appropriate information on the effects of various modalities of the administrative one-stop-shop, and thereby the by-law will not prescribe the conditions for the functioning of the administrative one-stop-shop in an optimal manner. This risk is negligible, considering the simple potential for amending the by-law in accordance with subsequently identified needs.

4. Specific objective - <i>Open data in e-Government</i>								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
1	Securing the implementation of the legal framework for open data	NO	Name		Baseline value	Target value		
			1	Number of public administration bodies and other public authorities sharing/publishing open data on the Open Data Portal	33	60	80	100
			<i>Basis for reducing the scope of analysis, including options analyses</i>					
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				NO			
The measure envisages the organisational-institutional activity of forming an organisational unit within the ITE Office that would be competent for open data, thus strengthening the capacities of the ITE Office for implementing the legal framework in the field of open data. The ITE Office is tasked with the further regulation of the procedure for opening data through prescribing the methodology and standards for opening data and defining priority data sets. Finally, the adoption has been envisaged of annual programmes for opening data in public administration, monitoring the implementation and provision of support to institutions in opening data.								
<i>Result of the impact analysis</i>								
<i>Type of impact</i>		<i>Does it exist</i>	<i>Explanation</i>					
1)	Financial impact	YES	The financial impact of this measure is minimal, having in mind that the activities of the measure will mainly be financed through regular funds, while MPALSG will have the support of GGF in creating methodologies and standards for opening data.					
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		This measure has no significant impact on public revenues and expenditures since it implements organisational-management functions improving the functioning of existing institutions and bodies. Expenditures may potentially be expected on the side of the ITE budget for forming a new organisational unit, in case of a need for additional hiring.					
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		No, the costs of drafting regulations are regular expenses.					
	3) How will the implementation of the chosen option affect international financial obligations?		There will be no impact.					
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions,		Forming an organisational unit within the ITE Office can be performed by adopting a new Rulebook on the organisation and systematisation of jobs, thus it does not require additional					

		restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?	costs. If additional hiring is required, annual expenses of RSD 701,688 can be expected + the amount of taxes and contributions per employee ³⁶ .
		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	The existing funds of the ITE Office for salaries and earnings can be redistributed for staff in the newly established organisational unit. Since not all systematized jobs have been filled, the assumption is that there is a surplus of funds under the given budget section, thus potentially there will be no additional costs based on this.
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	Not relevant
2)	Economic impact	YES	The economic impact of this measure is moderately significant, since the norming and organisational changes create the basis for economic benefits, but they are specifically expected to a greater extent from the implementation of other measures envisaged by the Programme.
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	The costs for public administration bodies relate to the procedure of preparing and publishing open data. Benefits for the economy are reflected in that all stakeholders, due to the adoption of the Annual programme for publishing open data, will be able to envisage the availability of data in an easier manner, thus the entire process will be more transparent.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	This measure has a minimum impact on competitiveness.
		3) Do the chosen options affect the competition conditions and in what way?	This measure has a positive impact on competition conditions, since it creates the conditions for opening free data available to all stakeholders.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	No impact.
		5) Does the chosen options affect social capital and its distribution and in what way?	Not significantly.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations	No impact.

³⁶ Amount calculated based on data for 2019 (Source: Budget Law of the Republic of Serbia) and the average coefficient for the title of advisor.

	and responsibilities), and the rights, obligations and responsibilities of employers?		
3)	Social impact	YES	This measure has a positive social impact in the medium and long term, because it increases transparency.
	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		The citizens will bear no additional costs because of the implementation of this measure. At the same time, citizens will have certain benefits due to the increased transparency of administrative data.
	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		This measure will not have a negative impact on any specific population group.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?		This measure will not have a negative impact on any vulnerable social group.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?		This measure will have no significant impact on the labour market and employment. Certain positive effects on employment may be expected in case the organisational unit for opening data in the ITE Office is formed by new employees.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender		The implementation of this measure does not have this type of impact

		identity, disability, age, sexual orientation, marital status or other personal characteristics)?	
		6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The implementation of this measure does not have this type of impact
		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	No significant impact.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The implementation of this measure does not have this type of impact
4)	Environmental impact	NO	This measure has no significant impact on the environment.
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	This measure has no impact on the environment
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	This measure does not have this type of impact
		3) Does the chosen option affect human health?	No
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	This measure does not produce environmental risks.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No

5)	Governance impact	YES	This measure has a significant governance impact due to the need of the ITE Office to raise its capacities for the coordination of opening data.
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		Yes, it envisages the establishment of an organisational unit within the ITE Office.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		Yes, the ITE Office can conduct a reorganisation with existing capacities. In case of additional hiring, human resources are available to be employed in the newly established organisational unit.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		The establishment of an organisational unit at the ITE Office for open data and the Open Data Portal has been envisaged concluding with Q1 2020.
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?		It is not contrary to regulations in force.
	5) Does the chosen option affect the rule of law and security?		No significant impact.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?		As stated above, this measure creates the conditions for increased transparency of public administration regarding administrative data.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?		No additional measures are needed except for organisational-technical activities at the ITE Office for forming the new organisational unit.
Identification of potential risks		There are no significant financial risks for the implementation of this measure, since it does not require considerable funds. A potential risk is that due to the prohibition of employment the forming of the special organisational unit within ITE is delayed, if that organisational unit cannot be formed with existing staff.	

4. Specific objective - <i>Open data in e-Government</i>								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
2	Improving the Open Data Portal	NO	Name		Baseline value	Target value		
			1	Number of regularly updated machine-readable data sets published on the Open Data Portal	0	2400	2800	3200
			<i>Basis for reducing the scope of analysis, including options analyses</i>					
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				NO			
The principal party for implementing the measure is the ITE Office, envisaging the production and publishing of guidelines and tools to increase the quality of open data, and to improve the software solution for the Open Data Portal so as to enable automatic data downloads and the use of tools for maintaining the quality of datasets.								
<i>Result of the impact analysis</i>								
<i>Type of impact</i>		<i>Does it exist</i>	<i>Explanation</i>					
1)	Financial impact	YES	The financial impact of this measure is primarily due to investments into the development of the Open Data Portal software. Funds for these purposes have not been secured, thus this measure will be implemented conditionally.					
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		This measure will in the medium term (by the end of 2020) conditionally create the need to allocate budget funds to upgrade the Open Data Portal software. Alternately, donor funds may be utilised for these purposes.					
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The funds for implementing this measure may be allocated from the budget or secured through donor assistance.					
	3) How will the implementation of the chosen option affect international financial obligations?		It will have no impact, except if loan funds are used to upgrade the Open Data Portal software.					
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		It cannot be estimated with certainty, having in mind that the measure is being implemented conditionally, thus a detailed analysis of costs will be performed during a future period.					

		5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?	Not relevant
		6) What will be the impact of implementing the chosen option on the expenditures of other institutions?	Potential expenditures are on the side of ITE.
	2)	Economic impact	YES
		1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?	The economic impact of this measure is of moderate significance having in mind that this measure will be implemented conditionally. If implemented, the economic impact is such that it increases the efficiency of open data downloads and increases the user base for open data, thus it will potentially increase the productivity of the private sector.
		2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?	Costs occur on the side of public administration, i.e. the budget of the Republic of Serbia, under the assumption that the portal upgrade will be financed with public funds. Open data users will not have additional costs, while they will experience benefits through the more efficient downloading of up-to-date and accurate datasets.
		3) Do the chosen options affect the competition conditions and in what way?	This measure has a minimum impact on competitiveness reflected in the higher availability of analytical materials.
		4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?	This measure has a positive impact on competition conditions, since it creates the conditions for opening data that were free and available to a higher number of stakeholders.
		5) Does the chosen options affect social capital and its distribution and in what way?	Not significantly.
		6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?	Not significantly.
	3)	Social impact	YES
		1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?	This measure has a positive social impact in the medium and long term, because it increases the transparency and availability of open data.
			Citizens will bear no additional costs because of the implementation of this measure. At the same time, citizens will have certain benefits due to the increased availability of open data.

	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	This measure will not have a negative impact on any specific population group.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will not have a negative impact on any vulnerable social group.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure will have no significant impact on the labour market and employment. A certain positive impact on employment may be expected in case of increased demand for labour force with strong analytical skills.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of this measure does not have this type of impact
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The implementation of this measure does not have this type of impact
	7) Would the implementation of the chosen options have a positive impact on changes to the social	No significant impact.

		situation in a given region or county and in what way?	
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The implementation of this measure has no significant impact, however it can contribute to higher legal certainty due to the increased availability of datasets relevant for the systems of education, healthcare, municipal services and social welfare.
4)	Environmental impact	NO	This measure has no significant impact on the environment.
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	No environmental impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact on the ecosystem.
		3) Does the chosen option affect human health?	No
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No risk for the environment and human health.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No
5)	Governance impact	NO	This measure does not have a significant governance impact because it is being implemented with existing ITE capacities.
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	No
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is	Yes

	there a need for undertaking certain measures to improve these capacities?	
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	No
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	It is not contrary to regulations and public policy documents in force.
	5) Does the chosen option affect the rule of law and security?	It will have a certain impact on the rule of law having in mind the higher availability of administrative data.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	The availability of open data is in direct correlation with increased transparency both at the national and the local level of authority.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	During 2020 internal working teams need to be established in the ITE Office for drafting guidelines and tools for increasing the quality of open data. Furthermore, at the organisational level it is necessary to coordinate the provision of financing for upgrading the Open Data Portal software as soon as possible to ensure implementation by the end of 2020.
Identification of potential risks		There is a significant risk that the funds for the implementation of this measure will not be secured, and thus it will not be implemented in the planed period.

4. Specific objective - Open data in e-Government							
No	Name of measure	Need for a detailed PPIA	Performance indicator				
3	Support to the use of open data	NO	Name		Baseline value	Target value	
						1 years	2 years
			1	Number of organised hackathons, datathons, and organised open data weeks	0	6	10
						15	

		2	Number of applications and software solutions implemented using open data from bodies	8	11	15	20
Basis for reducing the scope of analysis, including options analyses							
1)	Is the measure planned in accordance with legal obligations			NO			
2)	Is the measure planned in accordance with a ratified international agreement			NO			
The principal party for implementing the measure is ITE. This measure envisages numerous activities aimed at the affirmation and support for the use of open data. Inter alia, it envisages the organisation of an open data week at least once per year, along with a school of open data. This measure will be implemented conditionally since funds for its implementation have not been secured.							
Result of the impact analysis							
	Type of impact	Does it exist	Explanation				
1)	Financial impact	YES	The financial impact of this measure may be considerable since it envisages a significant number of activities implemented concluding with 2021.				
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		This measure will, in the mid-term (by the end of 2021) conditionally create the need to allocate budget funds for the affirmation of open government, including for annual allocations for organising open data weeks and schools. Funds for the implementation of this measure have not been secured, thus activities may be financed by obtaining donor assistance.				
	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		The funds for implementing this measure may be allocated from the budget or secured through donor assistance.				
	3) How will the implementation of the chosen option affect international financial obligations?		There will be no impact.				
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		It cannot be estimated with certainty, having in mind that the measure is being implemented conditionally, thus a detailed analysis of costs will be performed during a future period.				
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		The activities of this measure can partly be financed through the redistribution of existing budget and donor funds.				
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		No evident expenses.				

2)	Economic impact	YES	The economic impact of this measure is significant having in mind that the use of open data creates added value.
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		Regarding costs to be borne by public administration (presented under the financial impact segment), other entities will not bear additional expenses. The benefits from the use of open data in the long term can be significant, estimated at USD 414 to 829 million ³⁷ . At the EU level the market related to open data is estimated to reach 77.7 billion, with an increase of 36.9% during 2016 – 2020 ³⁸ . This highlights the potential and importance of implementing this measure.
	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		This measure can have a significant impact on competitiveness reflected in the higher use of open data, thereby the domestic economy will become more competitive compared to economies with a lower level of availability of open data.
	3) Do the chosen options affect the competition conditions and in what way?		This measure has a positive impact on competition conditions, since it creates the conditions for opening data that were free and available to a higher number of stakeholders.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		Not significantly.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not significantly.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		No significant impact, but it may increase demand for labour force with strong skills in the field of statistics and database use.
	Social impact	YES	This measure has a positive social impact in the medium and long term, because it increases productivity, and in the long term it increases the living standard of the population.
3)	1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		Citizens will bear no additional costs because of the implementation of this measure. At the same time, citizens will have certain benefits in the long term due to the education of a considerable part of the population about the advantages and methods of using open data.

37 Source: 2019. The Potential Impact of Open Data in Serbia. Belgrade: United Nations Development Programme

38 European data portal (2019), Benefits of Open data, available at: <https://www.europeandataportal.eu/en/using-data/benefits-of-open-data>

	2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?	This measure will not have a negative impact on any specific population group.
	3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth, women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	This measure will not have a negative impact on any vulnerable social group.
	4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure will have no significant impact on the labour market and employment in the short term. A positive impact on employment can be expected in the medium and long term due to increased economic activity.
	5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of this measure does not have this type of impact
	6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The implementation of this measure does not have this type of impact
	7) Would the implementation of the chosen options have a positive impact on changes to the social	No significant impact.

		situation in a given region or county and in what way?	
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The implementation of this measure has no significant impact, however it can contribute to higher legal certainty due to the increased availability of datasets relevant for the systems of education, healthcare, municipal services and social welfare.
4)	Environmental impact	NO	This measure has no significant impact on the environment.
		1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?	No environmental impact.
		2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?	No impact on the quality and structure of ecosystems.
		3) Does the chosen option affect human health?	No
		4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?	No risk of this type.
		5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?	No
5)	Governance impact	NO	This measure has moderate governance impact because it is implemented with the potential need to engage additional educational staff and further training of existing staff.
		1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?	This type of change has not been envisaged.
		2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is	Yes

	there a need for undertaking certain measures to improve these capacities?	
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?	No
	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	It is not contrary to regulations and public policy documents in force.
	5) Does the chosen option affect the rule of law and security?	It will have a certain impact on the rule of law having in mind the higher availability of administrative data.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	The availability and use of open data is in direct correlation with increased transparency both at the national and the local level of authority.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	Numerous organisational activities need to be implemented during the forthcoming three years related to the organisation of affirmative events, and for compliance with the official procedure for amending regular teaching materials.
	Identification of potential risks	There is a significant risk that the funds for the implementation of this measure will not be secured within the planed deadline. Furthermore, there is a certain risk that commercial entities and scientific-research institutes will not be interested in participating in promotional events regarding open data.

4. Specific objective - <i>Open data in e-Government</i>								
No .	Name of measure	Need for a detailed PPIA	Performance indicator					
4	Introduction of the concept of a “smart city” / e-City	NO	Name		Baseline value	Target value		
			1	Number of cities that have piloted “e-City” projects	0	0	0	2
Basis for reducing the scope of analysis, including options analyses								
1)	Is the measure planned in accordance with legal obligations				NO			
2)	Is the measure planned in accordance with a ratified international agreement				NO			
The principal party for implementing the measure is MPALSG. This measure envisages activities that are regulatory and organisational-governance in nature, with the aim of finalising the system that will provide an environment for the development of “smart cities”. The concept of a smart city assumes the integration of information-communication technologies and the concept of open data into routine affairs and monitoring the situation in fields of relevance for the functioning of the community under urban conditions.								
Result of the impact analysis								
	Type of impact	Does it exist	Explanation					
1)	Financial impact	YES	The financial impact of this measure may be significant since it envisages the implementation of two analyses relevant for establishing “smart cities” (legal framework and technical infrastructure), the procurement of hardware and software, and piloting in two cities.					
	1) What mid-term and long-term impact will the chosen option have on public revenues and expenditures?		In the medium term there will be public expenditures related to the process of norming and coordinating the procurement of software and hardware, and the implementation of pilot projects. These expenditures occur at the national level in regards to the working hours required to prepare legal acts, and working hours spent by management on coordinating the process of drafting legal acts, coordinating the process of software and hardware procurement, monitoring the implementation of pilot projects and coordinating international donor assistance. Additional expenditures may be expected in LSUs where the pilots will be applied due to the need to identify the current situation relevant for the application of the “smart city” concept, and in the process of applying the pilots. These expenditures arise in the form of additional working hours for officers and management. This measure is to be implemented conditionally, thus all expenditures are potential and uncertain.					

	2) Do the funds for implementing the chosen option need to be secured in the budget, or from other sources of funding, and if so, what are they?		Certain budget expenses can be considered regular, while preparatory activities will be implemented with the support from a donation by the Republic of Korea through the National Information Society Agency (NIA). Funds have not been secured for establishing the hardware-software environment for all smart city services along with the supporting monitoring infrastructure (metrics, auditing, user support system...) and pilot projects, where all of them can be financed from the budget or donor funds.
	3) How will the implementation of the chosen option affect international financial obligations?		There will be no impact.
	4) What are the estimated costs of introducing the changes stemming from the implementation of the chosen option (establishing new institutions, restructuring existing institutions and civil servant training) expressed in categories of capital expenses, current expenses and salaries?		Since infrastructural reforms and the implementation of pilots follow after the conducted baseline and legal framework analyses, it is not possible to identify the scope of expenses precisely, but they can be assumed to be considerable, having in mind that the implementation of the concept of a “smart city” assumes significant changes to the functioning of an LSU, and require resources for the procurement of equipment, software, changes to the organisational structure and training of officers.
	5) Can the expenditures of the chosen option be financed through a redistribution of existing funds?		The implementation of pilots in the chosen LSUs will certainly cause a need to reassess the priority programmes in the budget, and thus require redistribution under certain classifications in those LSUs.
	6) What will be the impact of implementing the chosen option on the expenditures of other institutions?		No expenditures for other institutions are expected.
	2)	Economic impact	YES
	1) What costs and benefits (tangible and intangible) will be caused by the chosen option for the economy, an individual sector, and/or a certain category of economic entities?		<p>The economic impact of this measure is significant, but limited to regions that are implementing the concept of a "smart city".</p> <p>Regarding costs to be borne by public administration (presented under the financial impact segment), other entities will not bear additional expenses. Benefits at the level of LSUs that are implementing the pilots are numerous and expected due to the more efficient system of coordinating municipal services. The implementation of the concept of a smart city would enable:</p> <ol style="list-style-type: none"> 1. A more efficient waste management system; 2. More optimal management of the transport infrastructure; 3. Lower levels of pollution; 4. Evidence-based decision making and more rational actions from both citizens and public authorities; 5. More efficient use of public transport; 6. Higher level of information among citizens.

	2) Does the chosen option affect the competitiveness of economic entities in the domestic and foreign market (including price competitiveness effects) and in what way?		This measure can have a significant long term impact on the competitiveness of LSUs where pilot projects are being implemented. Due to improved governance over the work of LSUs, lower expenses are expected in the functioning of LSUs, and more efficient provision of public services that increase the quality of life for the citizens of those LSUs, along with the conditions for doing business. In this regard, those LSUs will be more competitive compared to other LSUs and the region.
	3) Do the chosen options affect the competition conditions and in what way?		This measure has no impact on competition conditions.
	4) Does the chosen option affect technology transfer and/or the use of technical-technological, organisational and business innovations and in what way?		It has a significant impact on the use of innovation and establishing a modern technological society. The impact will be the highest in LSUs that implement the pilot projects, but this will also establishing the conditions for other LSUs to apply the concept of a "smart city" in the future.
	5) Does the chosen options affect social capital and its distribution and in what way?		Not significantly.
	6) What will be the effects of the chosen option on the quality and status of the workforce (rights, obligations and responsibilities), and the rights, obligations and responsibilities of employers?		There is no significant impact, but it may increase demand for labour force with skills in the field of information-communication technologies at the time of implementation of pilots in the LSUs.
	3)	Social impact	YES
1) What costs and benefits (tangible and intangible) will the chosen option cause for citizens?		The citizens will bear no additional costs because of the implementation of this measure. At the same time, in the long term citizens will have considerable benefits in the form of improved municipal management of the local environment, preservation of the environment and a higher quality of administrative space.	
2) Will the effects of the implementation of the chosen option adversely impact any specific population group and will this have a negative impact on the successful implementation of this option, and what measures need to be undertaken to minimise these risks?		This measure will not have a negative impact on any specific population group.	
3) Which social groups, particularly which vulnerable social groups would be affected by the measures of the chosen option and how (primarily the poor and social excluded individuals and groups, such as persons with disabilities, children, youth,		This measure will not have a negative impact on any vulnerable social group.	

		women, persons older than 65 years of age, members of the Roma national minority, undereducated persons, unemployed persons, refugees and internally displaced persons and the population of rural areas, and other vulnerable social groups)?	
		4) Would the chosen option affect the labour market and employment, as well as working conditions, and how (e.g. changes to employment rates, lay-offs of redundant workers, eliminated or newly opened jobs, existing worker rights and obligations, needs for retraining or additional trainings imposed by the labour market, gender equality, vulnerable groups and forms of their employment, etc.)?	This measure will have no significant impact on the labour market and employment in the short term. A positive impact can be expected on local employment in the medium and long term through improved conditions of work and lower administrative costs in the piloted LSUs.
		5) Do the chosen options provide for equal treatment or lead to direct or indirect discrimination of various categories of persons (e.g. based on national affiliation, ethnic origin, language, sex, gender identity, disability, age, sexual orientation, marital status or other personal characteristics)?	The implementation of this measure does not have this type of impact
		6) Could the chosen option affect the price of goods and services and living standard of the population, how and to what extent?	The implementation of this measure in the long term affects the living standard through reducing administrative costs.
		7) Would the implementation of the chosen options have a positive impact on changes to the social situation in a given region or county and in what way?	No significant impact.
		8) Would the implementation of the chosen option affect changes in the funding, quality or availability of the social welfare system, healthcare system or education system, particularly regarding equal access to services and rights for vulnerable groups and in what way?	The implementation of this measure has no direct impact of this type, but indirectly, due to the more efficient administration of all public services, positive effects may be expected in the provision of public services relevant for these areas.
4)	Environmental impact	YES	This measure has a positive environmental impact in the long term due to the improvement of the management of municipal services and the provision of services in the field of environmental management.

	1) Does the chosen option have an effect and to what extent on the environment, including effects on the quality of water, air and land, quality of food, urban ecology and waste management, raw materials, energy efficiency and renewable energy sources?		A positive impact can only be expected during this Programme in LSUs that are implementing the pilot projects, namely an impact on improved waste management, reduction of the amount of exhaust gas, improved air quality, etc. The scope of positive effects can only be monetised after the first year of implementation of the concept of a “smart city”.
	2) Does the chosen option affect the quality and structure of ecosystems, including the integrity and biodiversity of ecosystems, as well as the flora and fauna?		It can have this type of impact indirectly, however it will depend on the characteristics of the flora and fauna of the chosen pilot LSUs.
	3) Does the chosen option affect human health?		Yes, a positive impact is expected in the long term on human health due to less pollution of the ground, waters and air.
	4) Does the chosen option pose a risk for the environment and human health and could supplemental measures lead to the mitigation of such risks?		No
	5) Does the chosen option affect the protection and use of land in accordance with regulations in force in the subject matter field?		No
5)	Governance impact	YES	This measure will have a significant governance impact in the LSUs that will implement the “smart city” concept, since it will involve organisational changes and additional professional development.
	1) Does the chosen option introduce organisational, governance or institutional changes, and what are those changes?		Yes, this measure will require changes to the organisational structure in LSUs that will implement the “smart city” concept.
	2) Does the existing public administration have the capacity to implement the chosen option (including the quality and quantity of available capacities) and is there a need for undertaking certain measures to improve these capacities?		Yes, the pilot LSUs will be chosen so that their existing capacities can implement the “smart city” concept. The capacities of other LSUs to apply the same concept will be assessed in the future.
	3) Did the implementation of the chosen option require the restructuring of an existing state body, and/or other public sector entity (e.g. expansion, elimination, changes to functions/hierarchies, improvement of technical and human capacities, etc.) and what is the required period to implement this?		Yes, the assumption is that the implementation of the concept in the chosen LSUs will require changes to local public enterprises relevant for the provision of municipal services.

	4) Is the chosen option in line with regulations in force, international agreements and adopted public policy documents?	It is not contrary to regulations and public policy documents in force.
	5) Does the chosen option affect the rule of law and security?	It will have a positive impact on the rule of law having in mind the increased quality of the provision of public services.
	6) Does the chosen options affect accountability and transparency of the work of public administration and in what way?	The “smart city” concept envisages significant changes related to informing citizens and transparency in decision making.
	7) What additional measures need to be implemented and how much time will be needed to implement the chosen option and ensure its subsequent consistent implementation, i.e. its sustainability?	MPALSG will have to undertake activities by the end of 2020 related to organise the implementation of planned analyses. Furthermore, it is necessary to establish an organisational and project structure for the implementation of pilot projects in the LSUs.
Identification of potential risks		There is a moderate risk for the implementation of this measure regarding a lack of motivation of LSUs for applying the “smart city” concept, due to a lack of capacities for managing regular processes.

5) INFORMATION ON THE INITIATIVE FOR DRAFTING THE PUBLIC POLICY DOCUMENT

The programme plans public policy measures while making sure it ensures the harmonisation of this document with development objectives for public administration, as set by the Public Administration Reform Strategy in the Republic of Serbia³⁹, along with the continuity of the implementation of measures for e-Government development, as defined by the e-Government Development Strategy in the Republic of Serbia for 2015-2018⁴⁰. In this regard, there was no specific initiative for drafting the Programme. Instead, the reason for drafting the Programme is the expiry of the validity period of the e-Government Development Strategy in the Republic of Serbia.

³⁹ Public Administration Reform Strategy in the Republic of Serbia (*The Official Gazette of the Republic of Serbia*, No. 9/14, 42/14 – corrigendum)

⁴⁰ e-Government Development Strategy in the Republic of Serbia for the period 2015-2018 (*The Official Gazette of the Republic of Serbia*, No. 107/15)

6) INFORMATION ON IMPLEMENTED CONSULTATIONS

A) CONSULTATIONS WITH STATE BODIES

The first phase of the consultative process during the drafting of the Programme, defined by the Operational Plan for drafting the Programme, was aimed at collecting data with the objective of analysing the current state of e-Government. The Analysis of the Current State of e-Government⁴¹ (hereinafter: Analysis of the Current State of e-Government) was conducted during November and December 2018, based on a questionnaire completed by 21 public administration bodies, in-depth interviews with representatives of 6 public administration bodies, and 3 telephone interviews.

A separate section of the questionnaire was related to infrastructural and technical capacities for the development of e-Government in regards to the stability of the internet connection, computer equipment, age of computers, etc. According to the statements given by the institutions, the majority of civil servants providing services to citizens and businesses have a computer in their workplace. Only the MoI and Administrative Court stated that some of their officers (5% on average) do not have a computer. However, the age of computers in the institutions presents a problem.⁴² Old equipment can slow down and hamper the introduction of e-Government and create resistance among civil servants working directly in the provision of services to citizens and businesses. One priority for the Government of the Republic of Serbia during forthcoming years should certainly be replacing old computers, with the aim of maximising the productivity of officers and efficiently implementing e-Government.

The surveyed institutions, on average and without considering local self-governments, have around 120 branch offices/local offices where, on average, 80% have a stable internet connection.

An important precondition for issuing electronic documents by state bodies and institutions is the use of electronic signatures. On average, only one in three officers signing documents in state institutions have electronic signatures.

Regarding data centres, the majority of institutions (19 of 21) stated that they have their own data centres. Although on average 65% of the server capacities of the institutions are full, the majority of institutions (18 of 21) do not plan to migrate their data to state servers soon. In the survey, the institutions stated that even though they do not plan to migrate data, they do plan to use the state data centre as their location for data recovery.

To be introduced and efficiently implemented, e-Government requires a certain degree of computer literacy both among citizens and the economy, along with officers that need to implement electronic procedures and services.

Among the 21 surveyed institutions, only two institutions, the Ministry of Labour and the Ministry of Environmental Protection, stated that some of their officers do not know how to use a computer in regards to its basic functions - starting a computer, using Microsoft Word/Microsoft Excel, using

⁴¹ Source: 2019. Analysis of the Current State of e-Government in the Republic of Serbia: Results of the Consultative Process. Belgrade: NALED.

⁴² 21 institutions participating in the survey inventoried a total of over 50,000 computers, with almost 50% of them older than 5 years. The situation is the worst at the Tax Administration, Ministry of Defence and Republic Geodetic Authority, where 100, 90 and 80% of computers, respectively, are older than 5 years.

the internet, e-mail, etc. Thus, among the 15,200 officers engaged by the surveyed institutions, around 600 (i.e. around 4%) do not know how to use a computer. During the forthcoming period, in addition to training for the use of specialised software for providing services, it is necessary to organise general training such as training for the use of Microsoft Office programmes, etc.

A total of 14 institutions expressed a need for additional training in the field of:

- Use and validation of electronic signatures;
- Project management;
- Use of the Microsoft Office package;
- Implementation of public procurements;
- Creation of e-services;
- Use of e-ZUP;
- Data opening and visualisation, etc.

Although all of the surveyed institutions stated that they have a separate service or person tasked with IT, i.e. the maintenance of the network and IT systems, 14 of 21 institutions stated a need for additional staff, particularly IT experts. On average, one IT person is hired for every 25 engaged civil servants.

One important type of savings that the introduction of e-Government will produce are savings in expenses for the maintenance and archival of paper documents.⁴³

Most public administration bodies obtain data from other institutions based on official duties.⁴⁴ However, the method of receiving data from other institutions is a problem, since 37% of data is still being transferred by notice, through mail or by other means (on CD, USB flash disks, etc.). There are numerous examples in practice where procedures require the delivery of extracts, certificates or other evidence of facts from public registries by the party submitting the request.⁴⁵

Furthermore, more than half the surveyed institutions state they still have numerous problems in obtaining data based on official duties through the public administration service bus and/or the information system on the bus, the so-called eZUP, noting primarily the slow delivery of data, the obsolescence of applications and software, certain records being outdated, etc.

⁴³ The surveyed institutions have a total of around 80,000 m² of warehouses storing paper documentation, with 85% of the capacities already full on average. Some of the institutions could not estimate the size of their warehouses, so they were not included in the total surface area.

⁴⁴ Only two surveyed public administration bodies stated that they do not receive data from other institutions based on official duties, and three that they did not send data from their records based on requests by other institutions, even though this is an obligation as per articles 9 and 103 of the Law on the General Administrative Procedure (*The Official Gazette of the Republic of Serbia*, No. 18/2016).

⁴⁵ For example, the Register of Administrative Procedures currently being formed by the Public Policy Secretariat – the required documents of institutions still list numerous extracts and certificates about data maintained in public records.

The main reason for introducing e-Government is said to be the introduction of an efficient public administration for citizens and businesses, thus a separate segment in the questionnaire was related to services provided by institutions to citizens and businesses, and the methods of informing and communicating with the parties submitting the requests.

Among the over 1700 services provided by institutions to citizens and businesses, according to the survey on average 35% of the requests are being submitted electronically, and the remaining 65% in paper. This does not mean that 35% of all services are available in electronic form, since, unfortunately, the questionnaire cannot be used to determine this fact.

The responses to the questionnaire indicate that a large number of institutions (14 of 21) use the e-Government Portal, but the electronic procedures they listed in the questionnaire mainly involved the services of scheduling appointments to receive or submit documents, etc. The majority of procedures cannot be fully processed electronically. Instead, the requests are sent in electronically, and the institution prints them out and processes them on paper. Thus, according to questionnaire data, only 5 of the 21 surveyed institutions adopt electronic acts.

One of the indicators that it is frequently impossible to complete a procedure fully electronically is the need to submit evidence about payment of fees in the form of a scanned payment certificate or even as copies of bank statements.

The reasons listed by institutions for not using the e-Government Portal include difficult and slow access to data, incompatibility of their software with the e-Government Portal, internet connection issues, etc. Therefore, in the forthcoming period work should be done to resolve these issues.

A very important segment for the sustainability of the system for the provision of e-services is support to the officers providing e-services to citizens and businesses in regards to the capacities for support and assistance in case of encountering technical difficulties in processing requests at the daily level. Only one institution stated that it does not have technical assistance in the provision of e-services, while the majority of the surveyed institutions (14 of 20) stated that they use an internal IT department for assistance.

In this regard, it is necessary to provide support for all institutions for all services provided electronically with the aim of ensuring system sustainability and encouraging other institutions to digitalise their procedures.

It is also important that there exist an organised way of providing help to citizens and businesses, i.e. parties submitting requests, in the electronic submission of requests aiming to promote the use of this method of communication with the state.⁴⁶ In addition to providing help to parties submitting requests, the questionnaire checked whether the institutions have organised a form of support for submitting parties in the form of video instructions, schematics, diagrams or classical training.⁴⁷

Institutions that said they do not provide any form of support to parties submitting requests listed four main reasons in equal measure:

⁴⁶ Most institutions (14 of 20) stated that they provide help to users for the majority or all services they provide. This help is mainly provided by institutions through e-mail upon the user's request (for 46% of services), as well as through call centres (34%) or a "Frequently Asked Questions" section on institutional websites (20%). As many as one third of the institutions said that, if they do have a "Frequently Asked Questions" section on their website, they rarely update these questions.

⁴⁷ Of the 21 surveyed institutions 11 (i.e. over 50%) did not prepare this form of support for the end users.

- Lack of funds to prepare and update materials;
- Lack of human capacities;
- Lack of developed mechanisms/procedures for receiving and responding to user questions;
- Lack of technical capacities (equipment for a call centre, portal, etc.).

The majority of surveyed institutions (13 of 21) have adopted an Act on Information Security.⁴⁸ All of the institutions stated that they have certain forms of backup systems.

⁴⁸ Furthermore, the majority of surveyed institutions (15 of 21) registered several interruptions in the work of the information systems during the past year, and 12 of 21 institutions registered hacker attacks during the past year, mainly on institutional websites or through e-mail.

RECOMMENDATIONS BY STATE ADMINISTRATION FOR E-GOVERNMENT DEVELOPMENT			
No	Recommendation	Accepted into the Programme ref.	
1.	Secure new IT equipment that will provide for the unfettered and reliable implementation of e-Procedures (replacement of old computers and equipment).	NO	
2.	Ensure the procurement of qualified means of signing electronic documents (q.e. signature and q.e. stamp).	NO	
3.	Undertake measures to overcome the issue of lacking IT staff at the state administration level.	YES	1.8.1; 1.8.2;
4.	Ensure training in the fields of: <ul style="list-style-type: none"> • Use and validation of qualified electronic signatures; • Project management; • Use of the Microsoft Office package; • Implementation of public procurements; • Creation of e-services; • Use of e-ZUP; • Data opening and visualisation, etc. 	YES partially	1.8.4; 1.8.5; 1.8.6; 3.3.2
5.	Amend regulations so as to reduce the enormous costs of archiving paper documentation (transition to e-Government).	YES	1.3.1
6.	Improve the Public Administration Service Bus: <ul style="list-style-type: none"> • Secure capacities for access of the entire public administration to the Public Administration Service Bus, with the aim of obtaining data based on official duties from other institutions; • Eliminate problems in obtaining data based on official duties through the Public Administration Service Bus (accuracy and completeness of data). 	YES	1.2.
7.	Improve the functionality of the e-Government Portal in individual procedures, so as to ensure the fully electronic implementation of those procedures, not just appointments for meetings to receive or submit documents.	YES	3.1 and 3.2
8.	Ensure the compatibility of state administration software with the e-Government Portal to make it possible to set e-services up on the e-Government Portal.	YES partially	3.1.4.
9.	Ensure support for state administration bodies in providing e-Services and encourage other institutions to digitalise their procedures.	YES	3.4.

10.	Ensure support to citizens and businesses, and/or parties submitting requests when submitting requests electronically (instructions and call centres).	YES	3.3.
11.	Provide support for state administration bodies to ensure information security in e-Procedures.	YES	1.9.

B) CONSULTATIONS WITH LOCAL SELF-GOVERNMENTS

A focus group with local self-governments was implemented by NALED in January 2019. The following issues have been registered:

- 22 of the 64 analysed local self-governments⁴⁹ have stated that they are using computers with the XP version of Windows, preventing them from using numerous databases and applications provided from the national level;
- Many LSUs do not have their own IT departments, but have a few “more skilled” employees who have taken on the role of the person maintaining the network, but cannot professionally protect data;
- Trainings held at the local level have not been adapted to the needs of LSU officers;
- There are numerous difficulties at the local level in connecting databases between state bodies. The local self-governments have in particular noted the databases of MoI and RGA;
- Although all local self-government units asked to be set up with POS terminals, this was not done for the majority of LSUs;
- LSUs mainly use paid qualified electronic certificates, presenting a financial burden for local self-governments (because, as they say, they are having a lot of problem with the free-of-charge certificates by MoI);
- The LSUs have not been setting up their procedures on the e-Government Portal and they are not sure of the procedures to do that. In some cases they removed them since citizens could not find them on the portal, or it was difficult for officers to monitor the received requests.

RECOMMENDATIONS BY LOCAL SELF-GOVERNMENTS FOR E-GOVERNMENT DEVELOPMENT			
No.	Recommendation	Accepted into the Programme ref.	
1.	Make it possible for LSUs to implement their procedures through the e-Government Portal: <ul style="list-style-type: none">• Make it possible for LSUs to set up their procedures on the e-Government Portal.• Design a uniform model for setting up procedures, both under the original, as well as entrusted competences of local self-governments;• Increase the functionality and improve the clarity of the e-Government Portal so as to achieve widespread use among citizens.	YES	1.3.2 3.1.2
2.	Implement training regarding the implementation of e-Government at the local level, adapted to the needs of LSU officers.	YES	1.8.5

⁴⁹ Report on the information systems, information security and protection of personal data in local self-governments in the Republic of Serbia, NALED, June 2018

3.	Undertake measures to overcome the issue of lacking IT staff at the local level.	YES	1.8.2; 1.8.9
4.	Secure reliable and free of charge qualified electronic certificates for LSUs, appropriate for their organisation (potential solution: qualified electronic stamp).	NO	The implementation of this activity was abandoned during the drafting of the Programme

C) CONSULTATIONS WITH CITIZENS

A focus group with citizens was organised through the engagement of IPSOS Strategic Marketing. In general, focus group participants assess state services as very slow, difficult and inefficient, with the greatest problems noted to be:

- Lack of instructions on procedures or unclear instructions;
- Duration of submitting a request and waiting at counters while the officer enters the data into the system;
- Duration of the processing of requests;
- Lack of information on when the request will be processed;
- Rude officers, etc.

All those surveyed stated that they would like to conduct procedures electronically, but have reservations due to fears that:

- They will make mistakes in submitting the electronic request;
- Will not have information: clarifications; information on the deadline for resolution...
- Data in registers and records are not up to date (most frequent with registry books) and that they will be unable to intervene during the procedure.

The participants have assessed the e-Government Portal:

- As a good idea to find everything in a single place;
- As difficult to navigate (too much text, no graphics, arrows or other visual signs that could help them find their way around);
- As hard to find information about procedures, unless they know the exact name of the procedure.

RECOMMENDATIONS BY CITIZENS FOR E-GOVERNMENT DEVELOPMENT			
No	Recommendation	Accepted into the Programme	
			ref.
1.	Improve the e-Government Portal and other public administration portals so as to make them user friendly - easy to browse and intuitive. ⁵⁰	YES	3.1.2
2.	Public correct and precise steps for implementing procedures (diagrams, schematics, instructions).	YES	1.7.1; 1.7.3
3.	Ensure feedback to citizens about: <ul style="list-style-type: none"> Deadlines for conducting procedures; Progress in resolving a request. 	YES	3.3.4
4.	Ensure the simple, automated updating and interoperability of registers and records.	YES	2.3.1; 2.3.2
5.	Ensure the delivery of acts to home addresses (with the option of receiving the act at a counter without a fee for sending costs).	NO This was abandoned due to the large number of regulations on personal delivery.	
6.	Simplify and optimise the steps of procedures, since the digitalisation of existing complicated procedures is not sufficient.	YES Limited primarily to the most frequent procedures of relevance for the economy.	3.2.1;
7.	Digitalise the most frequent procedures of interest for citizens: <ul style="list-style-type: none"> Parental allowance; Car registration; Extracts from registers; Replacement of health cards; Certificate on non-conviction and certificate that no criminal proceedings are under way against a person; Tax certificates. 	YES	3.2.3 and 3.2.5.

⁵⁰Citizens asked to “remove most of the text and introduce pictures and visualisations” and “the first thing a user sees are icons for areas of life or the legal status of a person: natural, legal, entrepreneur”...

D) CONSULTATIONS WITH BUSINESSES AND THE IT SECTOR

Two focus groups were organised with businesses - one with the IT sector, covering micro enterprises and entrepreneurs, while the business focus group covered small and medium-sized enterprises. The focus groups were organised in cooperation with IPSOS Strategic Marketing. The focus group were organised in December 2018 and January 2019, in the premises of IPSOS Strategic Marketing.

Although various sectors were interviewed, differences in their views did not stem from their sectors, but from the size of the enterprise. To present this difference, the results of these focus groups are shown in a single place.

Regarding their general view of communicating with the state, we see different results when observing these two groups of enterprises. While micro enterprises and entrepreneurs are extremely unsatisfied with the communication, small enterprises are in general satisfied with their communication with the state.

With small and medium-sized enterprises nearly all procedures are electronic, thus their communication with the state is significantly easier, although, according to them, “there are always small details they would change”. Regarding services that have not yet been digitalised, the overall assessment is unsatisfactory.

Entrepreneurs and micro enterprises stated that communication with the state is very complicated. On a scale of 1 (maximum frustration) to 10 (maximum satisfaction), enterprises have evaluated communication with the state at 3.

The other results of these two focus groups were relatively similar, thus they are presented together below.

Businesses have stated what they are satisfied with their communication with the state:

- Nearly all daily obligations towards the state can be performed electronically;
- Electronic services are relatively easy to use – occasionally the portal breaks or there are certain bugs, but all of this can be solved in cooperation with the call centres;
- Less documentation is required to complete certain procedures (the state obtains everything itself, based on official duties);
- A positive example is the Business Registers Agency – registration: submitting a single paper, electronically, the decision is obtained in a day;
- The Tax Administration has made considerable improvements to its website and digitalized many procedures;
- The call centres of the Tax Administration and Republic Geodetic Authority are good.

They list the deficiencies of current electronic procedures to be:

- Communication between state institutions is not at a satisfactory level;
- Many electronic services cannot be completed fully electronically (they come down to electronic appointments to see the submitting party);
- Electronic services sometimes do not function (e.g. registration of lump-sum taxpayers for health insurance);
- Users are not being informed about e-Government;
- e-Archive has not been implemented, commercial entities maintain their archive only in paper because they do not know whether and how they can run it electronically;

- Software/applications cannot be used from all platforms (Apple);
- They do not know who is using their data and whether they can abuse it;
- Users are used to conducting all procedures at counters, although the service is also available electronically.

RECOMMENDATIONS BY BUSINESSES AND THE IT SECTOR FOR E-GOVERNMENT DEVELOPMENT			
No	Recommendation	Accepted into the Programme ref.	
1.	Implement education for citizens, businesses and the state – basic computer literacy.	NO	
2.	Improve equipment both in the private sector and in the state sector.	YES Limited to joint capacities	1.1; 1.2
3.	Enable cashless payment without leaving the application.	YES	1.4.1
4.	Improve the backup systems of e-Government, as a guarantee for maintaining data and acts contained in electronic databases.	YES	1.1.6; 1.1.7
5.	Improve data exchange between public administration bodies.	YES	1.2
6.	Improve the IT systems that e-Procedures are being conducted through, with the aim of unfettered conduct.	YES	1.3
7.	Improve applications to be usable from other platforms as well.	YES	3.1.6
8.	Promote e-Government.	YES	3.4.2; 3.4.3
9.	Establish procedures so as to be available only in electronic formats, in a manner that will not reduce the rights of users.⁵¹	YES	1.3.1
10.	Promote e-Business and e-Archival.	NO	

⁵¹Consultations indicated that public administration service users do not tend towards changes, just like staff working on procedures. It was suggested to establish e-Services, including e-Procedures, so that parties do not have the option of choosing classical methods. Since this solution is not applicable to all procedures, the recommendation was modified with the additional formulation: “in a manner that will not reduce the rights of users”, leaving the option of establishing various modalities of user support (user support services, submitting applications through notaries public, etc.)

		Incentive - lower fees for e-Procedures were abandoned during the development of the programme.	
11.	Improve the protection of personal data.	YES	2.3.3
12.	Establish e-Services (electronic procedures) at the third and fourth level of sophistication.	YES Limited to 100 procedures	3.2.3
13.	Digitalise the most frequent procedures of interest for citizens: <ul style="list-style-type: none"> • Parental allowance; • Car registration; • Extracts from registers; • Replacement of health cards; • Certificate on non-conviction and certificate that no criminal proceedings are under way against a person; • Tax certificates. 	YES	3.2.3. and 3.2.5

D) CONSULTATIONS WITH DONORS

Consultations were also implemented with donor representatives during the process of drafting the Programme. They were sent a list of questions to identify the funds required to implement the Programme, and to identify priorities in the work and funding by international donors in the field of e-Government.

The donors have emphasised the importance of improving the online availability of services, full implementation of electronic signatures and electronic identification, and finally, electronic payment (PayPal).

The donors have noted the importance of Euro-Atlantic integration and treatment in accordance with the Sustainable Development Goals of the United Nations for 2015–2030. Furthermore, they noted the support for the rule of law, good governance, increasing employment and economic development, regional stability and security.

A particular issue noticed during the analysis of the current situation is the inability of obtaining reliable and precise information on the funds invested by international organisations, foreign governments and agencies in the development of ICT capacities and digitalisation of public administration in Serbia.

Certain donors have noted the importance of information security and the fact that a lack of awareness of the importance of information security may lead to donors pulling out of the field of developing e-Government and ICT capacities.

Donors have listed the following issues as the greatest challenges in cooperation with public administration bodies and implementation of joint projects:

- Lack of will to make clear decisions in the political sense/inconsistency;
- Lack of clarity regarding the competences of public administration bodies, transparency and communication;
- Weak capacities of public administration bodies;
- Lack of awareness of risks regarding information security;
- Uncoordinated resource planning at the public administration level;
- Uncoordinated approach of public administration bodies to donors;
- Not being up-to-date in project monitoring;
- Lack of interoperability of software and hardware solutions for individual bodies.

RECOMMENDATIONS BY DONORS FOR E-GOVERNMENT DEVELOPMENT			
No	Recommendation	Accepted into the Programme ref.	
1.	Ensure the implementation of the existing legal framework of e-Government.	YES	1.3; 1.4 and specific objective 2.
2.	Increase the efficiency of e-Government.	YES	1.1; 1.2; 1.3; 1.4; 1.5; 1.6; 1.8;
3.	Ensure the further development of transparency, reliability and predictability of public administration.	YES	1.7; 1.9; 2.1; 2.2; 2.3; 2.4; 2.6;
4.	Ensure the development of e-Government at the local level as a service to citizens.	YES	3.2.5; 3.1.1.
5.	Ensure the adoption of coherent strategic decisions at the level of the entire public administration.	NO	
6.	Secure a mechanism for the Office for IT and e-Government to implement, at the central-national level: <ul style="list-style-type: none"> • The function of monitoring and coordinating projects in the field of e-Government development and raising ICT capacities (planning and allocation of resources at the level of the entire public administration; • Monitoring ICT capacities; • Coordinated approach to donors; • Being up-to-date in project monitoring; • Interoperability of software and hardware solutions for individual bodies... 	YES	1.8.8; 1.8.9