

**EX-POST ANALYSIS OF THE ELECTRONIC GOVERNMENT DEVELOPMENT PROGRAMME IN THE REPUBLIC OF SERBIA FOR THE PERIOD 2020-2022**

**Support to Public Administration Reform under the PAR Sector Reform Contract**

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LIST OF ABBREVIATIONS

**AP** – Action Plan  
**BRA** – Business Registers Agency  
**DMS** – Document Management System  
**EU** – European Union  
**EC** - European Commission  
**ENISA** – European Union Agency for Cybersecurity  
**е-Government** – Electronic Government  
**ICT** – Information and Communications Technology  
**IS** – Information System  
**UIS** – A unique information system for planning and monitoring the implementation of public policies  
**LSGs** – Local Self-Government Units  
**JUM** – One-stop shop  
**Office for ICT** – Office for Information Technologies and e-Government  
**MPALG** – Ministry of Public Administration and Local Self-Government

**MHMRSD** – Ministry of Human and Minority Rights and Social Dialogue  
**MTTT** – Ministry of Trade, Tourism and Telecommunications  
**MJ** – Ministry of Justice  
**MoI** – Ministry of the Interior  
**MF** – Ministry of Finance  
**NAPA** – National Academy for Public Administration  
**NALED** – National Alliance for Local Economic Development  
**NGOs** – Non-Governmental Organisations  
**OECD** – Organisation for Economic Cooperation and Development  
**PIS** – Judiciary Information System  
**OGP** – Open Government Partnership  
**PPS** – Public Policy Secretariat  
**RS** – Republic of Serbia  
**ReSPA** – Regional School for Public Administration  
**RCC** – Regional Cooperation Council  
**WG** – Working Group  
**RS** – Republic of Serbia  
**RGA** – Republic Geodetic Authority  
**PARS** – Public Administration Reform Strategy  
**WEF** – World Economic Forum  
**SCTM** – Standing Conference of Towns and Municipalities  
**HRMS** – Human Resource Management Service  
**MSD** – Methodology Service Design (HCD)  
**CEFTA** – Central European Free Trade Agreement  
**CEP** – Centre for European Policy

# SUMMARY

The ex-post analysis has confirmed that the e-Government Development Programme of the Republic of Serbia for the period from 2020 to 2022 (hereinafter referred as to: The Programme) is well structured and focuses on all key aspects of building good e-Government in the RS, i.e. developing e-Government infrastructure, ensuring interoperability of systems, improving the legal and regulatory framework for the use of e-Government, and increasing the availability of e-Government for citizens and businesses by improving user services and opening up data in public administration.

The management of the Programme was fragmented, as was inter-institutional co-ordination in the field of e-Government, while partnership with regional and international actors, including donors, was intensively present.

The main observations on the status of the reform under each of the specific objectives of the Programme's Action Plan are as follows:

**Developing infrastructure in e-Government and ensuring interoperability** - public administration comprises an extremely large number of holders of public authorities and all segments of this system use information and communication technologies in their work. Due to the need for automated data exchange, as well as the need for communication between different segments of public administration in related procedures, especially within one-stop systems, the functioning of e-Government is ensured in accordance with standards that enable interoperability. Under the Programme, the equipment of the Government Data Centre was implemented and a secondary Government Data Management and Storing Centre was established, which contributed to the development of new and better-quality public administration services by providing adequate technical conditions and capacity for storing equipment, as well as the necessary server capacity and capacity for data storing. A unique platform has been established at the Government Data Management and Storing Centre: “Smart Serbia”, which serves to securely collect and process data from various public sources, which is a necessary foundation for the development of artificial intelligence. In addition, at the end of 2021, the Network Operation Centre and the First National Platform for Artificial Intelligence were commissioned. The standardisation of processes, interoperability, basic registers, e-authentication, e-signature, e-mail inbox, data protection and the well-established infrastructure of IT in RS form a good basis for further development towards a highly developed electronic government. In addition to the established process of interoperability (e-Government, e-Justice and Ministry of the Interior), the development of more efficient procedures to improve public policy and legislation, clearly defined responsibilities, improved horizontal and vertical co-ordination of institutions and capacity building are essential for the implementation of further structural reforms and development of public administration to effectively provide services to citizens and the business sector.

**Improving legal certainty in the use of e-Government** - for a successful and sustainable digital transformation of public administration, which constantly strengthens trust and cooperation with citizens and the economy, it is necessary to ensure full legal certainty in the use of electronic services. The Programme's main measures in this area are primarily aimed at ensuring legal certainty in the implementation of administrative procedures by electronic means, as well as accepting e-Government in all segments of the digital transformation and supporting the judiciary by achieving interoperability of the ICT system of the administration and the judiciary. During the implementation period, the legal framework has also been improved, which is important for the development of e-Government. The following Law have been adopted: Law on the Register of Administrative Procedures, Law on the Social Card, Law on the Amendments to the Law on Agriculture and Rural Development, Law on Electronic Document, Electronic Identification and Trust Services in Electronic Business Operations. In addition to the above-mentioned laws, the Rulebook on the Conditions for the Provision of Qualified Electronic Delivery Services and the Content of Receipt and Delivery of Electronic Message Confirmation and the Decree on the Maintenance and Improvement of the Government Data Management and Storing Centre were adopted. The Decree Amending the Decree on the Office Operation of Public Administrative Authorities was also adopted.

**Increasing the availability of e-Government for citizens and businesses by improving user services** - public administration in the RS has led to an increase in its availability with a systematic approach to the use of digital technology for the provision of public services. With an average score of 3.5 SIGMA Monitoring Report in the area of service delivery for all four pillars of measurement (1. Citizen-oriented service delivery; 2. Fairness and efficiency of administrative procedures; 3. Existence of enablers for public service delivery and 4. Accessibility of public services), the Republic of Serbia has strengthened its position as a leader in the Western Balkans in modernising the delivery of services to citizens and the economy. The Programme's measures aimed at optimising and digitising procedures, services, registers and records, improving the functionality and design of the e-Government Portal and public administration websites, as well as improving the implementation of certification, qualified electronic delivery, electronic payments and popularisation of e-Government contributed to this in particular. During the pandemic, RS demonstrated a strong response by redirecting resources and digitising all Covid-19 services on the [e-Government](https://euprava.gov.rs/%C5%BEivotna-oblast/17/%C5%BEivotna-situacija/182) Portal, which enabled the development of services and solutions such as: Portal for electronic identification [eid.gov.rs and promotion](https://eid.gov.rs/sr-Cyrl-RS/pocetna) of e-Citizen Initiative, [Signature in cloud](https://cloud.eid.gov.rs/ca), [e-Payment](https://plati.euprava.gov.rs/#/) Portal for payment of administrative fees and fees of the Ministry of Interior, [myhighschool](https://mojasrednjaskola.gov.rs/) Portal, Portal [Green.Gov.rs – Digital Reality.](https://green.gov.rs/) [Green](https://green.gov.rs/) Future [through which users can track the positive impact of digitalisation on the preservation of the environment](https://green.gov.rs/).

In order to increase the availability of e-Government services of the RS, systematic monitoring of service delivery performance and user satisfaction must be introduced at all levels of the administration at the same time. In this context, it is necessary to develop a new or improve the existing methodology to measure the satisfaction of the different users of public administration services, both those who access the system electronically and the others (off-line).

**Opening of data in public administration –** The Programme has implemented important measures to achieve the quality of a modern administration: improving the generation, updating and publication of open data, improving the [Open Data](https://data.gov.rs/sr/) Portal, supporting the use of open data and introducing the “Smart City”/e-City concept. Although great resources and efforts have been invested in the area of open data, the continuation of the process should be achieved through a systemic approach. The modern e-Government and sophisticated e-services Serbia is striving for the required continuous cooperation and data exchange within the public administration as well as with civil society and the business sector. Institutional, political and legal support is needed to actively promote the administration's data opening strategy and to generate and promote obvious benefits from the use of open data at all levels of society.

In the ex- post analysis, the criteria have been used to identify which measures and activities should be recommended and considered relevant for the new 2023-2025 programme cycle. In a broader sense, it has been concluded that all defined objectives of the Programme are still relevant, while the suggestions for excluding measures and activities that do not meet the relevance criterion are presented in the review of the evaluation criteria and the evaluation matrix (Annex 7). Recommendations for improving certain indicators are also presented in Annex 7.

# 1. INTRODUCTION

The report represents the first assessment of the progress of the Programme and the accompanying Action Plan for its Implementation and not a final [ex-post analysis](#_heading=h.206ipza). Based on the available data, the report assesses the level of results achieved in the course of 2020 and 2021 and provides a forecast on the achievement of the indicator values for the year of 2022. By initiating the process of ex-post analysis, the Ministry of Public Administration and Local Self-Government is fulfilling its obligations as the authority responsible for public administration reform and the e-Government Programme. The report is the first step in the process of revising the Programme and development of a new Action Plan for the period 2023-2025.

In the period 2020-2021, especially during the pandemic, the RS saw an increase in the use of new information and communication technologies and became one of the regional pioneers in this regard. In fact, the public administration of RS played an important leadership role in the development of the response to Covid-19 during the mentioned period. Responding not only to the pandemic, but also to any exceptional unforeseen circumstances and their consequences, as well as adapting to global trends and the EU integration process, requires an approach based on technology, cross-functional cooperation and innovative ways of working, which is sufficiently recognised by the Programme.

The ex-post analysis of the Programme assessed various e-Government standards, grouped them under 4 specific objectives and divided into 24 actions. Progress was determined based on the current state of affairs, while future Programme direction and projection was formulated taking into account current directions and plans formalised by normative enactments, strategic plans, regional and global trends in e-Government and digital transformation.

## 1.1. Objectives and Scope of Ex-Post Analysis

The objective of the analysis is to assess the e-Government Programme with a focus on its relevance and outcomes and, based on the findings and recommendations of the assessment, to contribute to the revision of the Programme and its AP after 2022, in line with the strategic direction set by the new Public Administration Reform Strategy in the RS for the period from 2021 to 2030 (hereinafter referred to as: PARS), which is fully in line with the legal framework for policy development in the RS and good international practise.

The commissioned expert team, in consultation with MPALSG and the Working Group, assessed the extent to which the expected outcomes meet current and future needs (relevance) and the extent to which the objectives of the reform have been achieved or are expected to be achieved (effectiveness).

The aim of this report is to provide an overview of the results achieved in the first two years of implementation of the Programme and its accompanying AP. Given the challenges and complexity of reforms in this area, the Report also aims to help identify key priorities for future direction. By assessing the results achieved (as well as those that can be achieved by the end of 2022, according to a conservative but realistic assessment), we envision the continuation of the improvement of the reforms as well as the elimination of the weaknesses identified.

The aim of the analysis is to assess the Programme through a consultative and participatory approach that covers several interrelated areas:

* General overview of the Programme,
* Review of Programme performance,
* Key constraints and recommendations for the new Action Plan to implement the Programme for the period 2023-2025.

The scope of the analysis was influenced by several elements, the most important of which are: process of identifying changes and outcomes, defined timeframe, analysis criteria, process of identifying and mapping relevant stakeholders, search for available information, and research and interventions/initiatives that are not formally part of the Programme.

## 1.2. Approach and Methodology (carrying out the Ex-Post Analysis) and Task Plan (Gantt chart)

For the implementation of the Analysis, three local consultants were engaged to support MPALSG through the EU Public Administration Reform Support Programme in the RS. By the MPALSG decision, a special working group was formed for the ex-post analysis, performance evaluation and amendments to the e-Government Development Programme in the RS for the period 2020-2022, with the accompanying Action Plan for its implementation for the period of 2023-2025 (hereinafter referred to as: the Working Group). The schedule of tasks (Gantt chart) can be found in Annex 6.

### 1.2.1. Data Collection Methods

The methodological framework (Annex 3) was iteratively developed and improved in communication with the working group. In order to achieve a holistic approach, the methodology is based on the concept of triangulation. This ensures a higher level of objectivity and validation. Triangulation involved collecting secondary data through desk research, structuring questions and conducting semi-structured interviews and plenary discussions during the workshops. The outcome of this approach led to confirmation or refutation of the collected data and analytical findings.

### 1.2.2. Data Collection and Analysis Process

Events of a workshop nature, which are particularly important for future perspectives, allow a broad spectrum of the most important aspects to be seen in the group and lead to consensus and validation of data, attitudes and final conclusions.

Primary data was collected through semi-structured interviews (live and online) conducted in February and March 2022 with 51 interviewees from 32 institutions. For the interviews, questions (general and specific) were structured for the target groups and summarised in interview guides (Annex 4).

The target groups are divided into three categories, including:

* Lead implementers of measures and activities under the Programme and accompanying AP (MPALSG and Office for ICT)
* Direct actors (implementers of measures and activities under Special Objectives 2 and 3 of the Programme) and
* Indirect actors (state administrative authorities, local self-government units, citizens, NGOs, business and IT sector, regional, international and donor organisations).

The full list of respondents can be found in Annex 2.

### 1.2.3. Criteria for Ex-Post Analysis

Following the [Evaluation Criteria –ОECD](https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm) framework, and the consensus with the representatives of the Working Group, **relevance** and **efficiency** are taken as leading evaluation criteria. By combining the mentioned qualitative and quantitative research methods, the evaluation matrix (Annex 7) was designed, establishing the synergy of all included elements (evaluation questions, measure/activity/indicator, implementation level, relevance, effectiveness of results and next steps) and providing direction for the conclusions.

As far as **effectiveness** is concerned, the greatest attention was paid to reviewing the degree of realisation of the planned objectives and their effective implementation, i.e. inter-institutional co-operation and co-ordination (*horizontal and vertical*) in the implementation of the Electronic Government Programme.

The question set by the Working Group focused on multiplied effects of activities and results attained, i.e. sustainability of the Programme. They also covered horizontal aspects of accessibility of public administration and public services (confirming the application of relevant standards), and gender equality and inclusion (confirming the presence of co-creation, co-production with the participation of women and other marginalised groups). However, a small percentage of responses ensured data tackling horizontal topics. The basic criteria and questions set by the Working Group are hereby attached.

The consultants would like to thank the representatives of MPALSG, the members of the Working Group and all the respondents who contributed to the review of the e-Government Programme, taking into account the limited time frame and information available.

## 1.3. Environment, Stakeholders and Root-Cause Definitions

The internal and external environment directly and indirectly influences the intensity, quality and replicability of the implementation of the Programme by being helpers or barriers to the desired changes. The Covid 19 pandemic has fostered the acceleration of digital transformation not only in the RS, but also worldwide, leaving invaluable empirical experience for future planning.

Policy changes still require close attention, as they will certainly affect the approach and direction of e-Government. Considering that the ex-post analysis is being conducted in the election year in the RS and many institutions have their current priorities in implementation, the need for a more intensive and long-term process of data collection and review increases. However, the current conditions of the constitution of a new government and the possible restructuring of the public administration have not influenced the actual implementation of the review. All target groups, governmental and non-governmental, have participated in the review of the Programme results and have shown great interest in the review process of AP, thus confirming their willingness to actively contribute to the development of e-Government. Accordingly, a representative sample of the target audience was assembled.

As far as the external environment is concerned, the process of EU integration and regional and cross-border cooperation have a stimulating effect on increasing efficiency and effectiveness in the implementation of the Programme. The significant role of external (international) financial support for the digital transformation of RS is realised through EU funds, but also through the support of the World Bank, the United Nations Development Programme and other organisations and donors.

# 2. E-GOVERNMENT DEVELOPMENT PROGRAMME

## 2.1. General Overview

The decision to plan policies for the development of e-Government through the Programme prescribed as a specific policy document by the Law on the Planning System of RS, was made on the basis of an analysis of the format of the public policy documents. The Programme contains parts defined in accordance with the Decree on the methodology of public policy management, the analysis of the impact of public policies and regulations and the content of each public policy document, in which the results of the analyses are systematically presented and the development of e-Government is planned for the period of validity of the Programme.

The Programme envisages public policy measures with significant impact on the work of the entire public administration, which is obliged to act in accordance with the Law on e-Government, as well as on all citizens and the business community.

With this approach, the government of the RS ensured continuous improvement not only of the ecosystem of administration, but also of society as a whole, with special attention to optimising processes, further building its IT infrastructure, effective and efficient public services. It is necessary to emphasise the importance of two-way communication between representatives of the RS government and citizens (G2C), the business sector (G2B) and within the administration itself (G2G), which was established during the planning of the Programme. Serious national and international research has confirmed it necessary to further investment in the development of e-Government, as it not only increases the speed of processes/electronic transactions/communication, it rather leads to a reduction in costs, an increase in the availability of resources and services, an increase in inclusivity and accessibility, a reduction in the duration of administrative procedures, an increase in transparency, the promotion of the digital economy and the creation of an electronic society.

Although the planning functions have been significantly improved, the existence of a large number of public policy documents governing the field of e-Government is evident, which complicates the co-ordination process.

## 2.2. Strategic Framework

Several public policy documents have set the strategic framework defining the development of e-Government. This approach is the result of the institutional framework, i.e. the fact that responsibility for certain segments of e-Government is distributed among several institutions.

The PPS is responsible for policy co-ordination and voicing opinions on which public policy documents should exist and which should not. The existence of a larger number of public policy documents in the same area should be solved in the future through better co-ordination of public policies and the creation of a hierarchy of documents.

The actions of the Programme are planned to ensure complementarity and better co-ordination of the different public policy documents in this area to ensure coherence in the planning and development of e-Government.

**The Public Administration Reform Strategy for the period 2021-2030 and the Action Plan for the period 2021–2025 for the implementation of the Public Administration Reform Strategy of the Republic of Serbia constitutes a comprehensive strategic document for the entire public administration reform.**

The objectives of this reform encompass not only digitisation and the development of e-Government, but also other reform processes recognised and covered by the Programme, such as strengthening the process of public policy management, improving the system of local self-government, strengthening control mechanisms, and improving the transparency and openness of the work of the administration as a whole. The PAR addresses, among other things, issues related to improving public services in an efficient and innovative manner, taking into account the needs of end users and improving their user experience. In 2014, the Government of the RS recognised the area of service delivery as one of its priorities in the process of public administration reform in the 2014 PARS.

**The E-Government** **Development Programme for the period 2020-2022** is a public policy document through which the Government plans the development of e-Government in the RS for the specified period. The Programme envisages measures that will have a significant impact on the work of the administration, as well as on all citizens and the business community. By doing so it will take care to comply with the development goals of the administration set by the PARS and ensuring continuity in the implementation of the e-Government development measures set out in the e-Government Development Strategy in RS for the period from 2015 to 2018. The reason for creating the e-Government Development Programme is to highlight the validity period of the e-Government development strategy.

**The Strategy for the Development of the Information Society and Information Security in the Republic of Serbia for the period 2021-2026** is a cross-sectoral strategy. It sets goals and measures for the development of the information society and information security. In the part related to information security, the Strategy is aligned with the EU Network and Information Security Directive - NIS Directive. It includes the obligation to adopt a national information security strategy that defines strategic objectives and priorities related to network and information security.

**The Strategy for the Development of the Artificial Intelligence in the Republic of Serbia for the period** **2020-2025** sets out objectives and actions for the development of artificial intelligence, the implementation of which should lead to economic growth, improvement of public services, improvement of the scientific workforce and development of skills for the jobs of the future. In addition, the implementation of the Strategy actions aims to ensure that artificial intelligence is developed and applied on RS in a safe manner and in accordance with internationally recognised ethical principles, in order to harness the potential of this technology to improve the quality of life of every individual and society as a whole, and to achieve the Sustainable Development Goals of UN.

**The Judicial Reform Strategy for the period 2019-2024** set out the main principles for the further development of the judicial system of the RS. A special part is dedicated to e-Judiciary, which is considered as a mechanism that will contribute to the achievement of the set goals. The connection between e-Government and e-Judiciary and their mutual compatibility is critical when it comes to protecting citizens' rights in the digital age.

The issue of interoperability has been resolved through the adoption of two documents, the **National Interoperability Framework** adopted by the MTTT, which is harmonised with the EU Interoperability Framework 2.0. and the List of Interoperability Standards 2.1, which relates to technical interoperability and has been published by the ITE Office. With the adoption of these two documents, RS has laid the foundations for interoperability both at national level and with EU Member States. This is of particular importance for the process of joining the Schengen area, i.e. the Schengen Information System (SIS).

**The Programme for Improving Public Policy Management and Regulatory Reform with an Action Plan for 2021–2025** does not directly define e-Government in the technical or organisational sense. It however addresses regulatory reforms in public policy management that are essential prerequisites for public administration reform and focuses on creating a legal and institutional framework that provides citizens and the business community with an environment in which they can effectively exercise their rights and fulfil their duties. These reforms serve to realise the principle of public administration work through the involvement of stakeholders in the process of managing the legislative process and the process of managing public policy. It can be said that this Programme sets a broader framework for planning the development of e-Government in RS. The Programme points out that it is crucial that public policy is based on evidence and a transparent process of planning, drafting, adopting, implementing, monitoring, and evaluating its impact and reporting on the results achieved. The development of e-Government, through the collection of a large amount of data as well as its availability, enabled a whole new level of transparency in the work of the administration. In addition, it laid the foundation for the approach of "fact-based decision-making". This synergy ensures that a country's public policy system and legal system are fit for purpose and enable the rights and legal interests of all members of society to be exercised quickly, economically and effectively.

In addition to the national strategic framework, the RS has a significant strategic direction in the area of global initiatives such as the **Open Government Partnership** (**OGP**), with the **Action Plan for the Implementation of the Open Government Partnership Initiative in the Republic of Serbia 2020-2022** The OGP ([Open Government Partnership](https://www.opengovpartnership.org/)) is an international initiative that aims to support and strengthen the commitment of governments around the world to improve the integrity, transparency, efficiency and accountability of public authorities. This is achieved by strengthening public trust, working with civil society organisations, increasing citizen participation in governance, fighting corruption, access to information and using new technologies. The OGP's action plans include the adoption of the Law on Free Access to Information of Public Importance, which was adopted in 2021. All responsible entities envisaged under the Law are required to fill in the data electronically and publish it in a machine-readable (open) format. Some of the OGP's contributions in the area of promotion and use of open data are reflected in its role in initiating the creation of the Open Data Portal as well as in the drafting of the Law: Guidelines for the Evaluation of Web Pages. Therefore, this partnership represents a platform for the cooperation of the administration with citizens and civil society organisations. It is a powerful tool for improving their transparency, responsibility and efficiency, but also for meeting certain criteria in the process of accession to the European Union, which is the main strategic priority of the RS.

## 2.3. Legal Framework

The strategic framework of e-Government of RS has been further strengthened by the intensive development of the corresponding legal framework

§ **The Law on e-Government** has set the legal framework for the functioning of e-Government in the RS and harmonisation with the applicable European regulations in the area of e-Government. The corresponding Decree has enabled the practical implementation.

* Decree on Organisational and Technical Standards for the Maintenance and Improvement of the Unified e-Government Information and Communication Network and the Connection of Public Authorities to this Network,
* Decree on Detailed Conditions for the Establishment and Maintenance of the Web Pages of Public Authorities,
* Decree on Detailed Conditions for the e-Government Establishment,
* Decree on the Manner of Keeping the Meta-Register, the Manner of Approval, Suspension and Restriction of Access to the Service Bus of the Public Authorities and the Manner of the e-Government Portal Operation,
* Decree on the Manner of Operation of the Open Data Portal,
* Decree on the Maintenance and Improvement of the State Centre for Data Management and Storage.

§ **The Law on General Administrative Procedure** defines administrative procedure as a set of rules that state authorities and organisations, authorities and organisations of provincial autonomy and authorities and organisations of LGUs, institutions, public enterprises, special bodies (through which the regulatory function is exercised) and legal entities and natural persons (entrusted with public powers) apply when acting in administrative matters, regardless of whether the procedure is classical or electronic.

§ **The Law on Planning system** regulates the planning system of the RS, i.e. the management of the system of public policies and medium-term planning, the types and contents of planning documents. The e-Government Development Programme is the first public policy document prepared in accordance with the methodology prescribed in the Law on Planning System and stemming regulations, after their adoption, and is fully compliant with this Law.

§ **The Law on Electronic Document, Electronic Identification and Trust Services in Electronic Business** which regulates electronic documents, electronic identification and trust services in electronic commerce. This Law lays the foundations for security and reliability when it comes to electronic documents, system access and trust services such as electronic certificates, electronic signature, electronic seal, time stamp, electronic delivery and electronic document storage.

§ **The Law on Information Security** which regulates protective measures against security risks in information and communication systems, the responsibilities of legal entities in the management and use of information and communication systems. It also designates the competent authorities for the implementation of protective measures, co-ordination between protective factors and monitoring the correct application of the prescribed protective measures.

§ **The Law on Personal Data Protection** is also one of the most important laws in the field of e-Government and contributes significantly to increasing the level of legal certainty of citizens and protecting their rights. The content of the Law is largely harmonised with the EU General Data Protection Regulation *– GDPR*). The Law regulates the right to protection of natural persons with regard to the processing of personal data and on the free movement of such data, on the principles of processing, on the rights of persons to which data pertains, obligations of personal data controllers and of the personal data processors, code of conduct, transfer of personal data to other states and international organisations, supervision over implementation of this Law, legal remedies, liability and sanctions in cases of infringements of the rights of natural persons relating to processing of personal data, as well as special cases of processing. It additionally regulates the right to protection of natural persons with regard to the processing of personal data performed by competent authorities for the purposes of prevention, investigation and detection of criminal offences, prosecution of perpetrators of criminal offences or the execution of criminal penalties, including prevention of and safeguarding against threats to public and national security, as well as free flow of such data.

§ **The** **Decree on the Office Operation of State Administrative Authorities** regulates the office operation of state administrative authorities through the software solution - Register Office.

## 2.4. Institutional Framework

The Government has established an institutional framework for the implementation of the Programme to ensure mechanisms for managing the reform process and effective implementation. The Government of the RS established the e-Government Co-ordination Council. Its main task is to harmonise activities for the development and implementation of strategic enactments in the field of e-Government development and functioning, monitor the status, needs, development and application of standards in the implementation of various e-Government systems, and to continuously monitor and guide the further development of e-Government. The Co-ordination Council met in 2018 and 2019 prior to the adoption of the Programme, after which its functions were taken over by the PAR Council on 4 June 2021, leaving the reform area without effective strategic direction and co-ordination for a long time. The second meeting of the PAR Council held on 23 December 2021 was thematically dedicated to e-Government. It should be borne in mind that the PAR Council is not the most appropriate mechanism for strategic guidance and co-ordination, and especially not for managing the e-Government Development Programme, as it is limited to an advisory role. The RS Government Council can only point out the observed problems in the implementation of the E-Government Development Programme and suggest certain measures that would solve these problems, without the possibility of direct intervention. Given the rapid development and dynamics of e-Government, it would be useful to explore the possibility of solving the problem of effective management of the Programme at the institutional level by unifying functions and strengthening IT and capacities for strategic planning.

At the operational level, the Ministry of Public Administration and Local Self-Government, as the entity responsible for the implementation of the Public Administration Reform Strategy, and the Office of Information Technology and e-Government, a government expert service established in 2017 with the aim of improving the development of electronic administration, are responsible for managing the reform. The Ministry of Trade, Tourism and Telecommunications also occupies an important place in the process as the entity responsible for the Information Society Development and Information Security Strategy.

Although the Prime Minister's Office provides support in operationalising the strategic objectives, there is little room at the operational level for assuming clear roles in managing the e-Government development process.

Cooperation between MPALSG and the ITE Office was assessed as good, although neither institution is equipped with appropriate mechanisms or capacity to adequately manage the process, resulting in a lack of unified institutional leadership in the development of e-Government.

MPALSG, as the executing agency of the e-Government Development Programme, monitors its implementation by collecting data through the Unified Public Action Planning and Monitoring Information System (UIS), which is visible through the online application for monitoring the progress of public action implementation (<https://monitoring.mduls.gov.rs/>).

# 3. FINDINGS: REVIEW OF THE RESULTS OF THE ANALYSIS AGAINST THE OBJECTIVES OF THE e-GOVERNMENT DEVELOPMENT PROGRAMME

The figures presented in this section are taken from the 2020 and 2021 Annual Reports on the Implementation of the E-Government Development Programme AP collected by MPALSG through the UIS. It should be noted that the method of displaying data fed in the UIS is such that it shows the status of activities per years in which they are due. However, it does not provide a consolidated overview of the status of all activities, which complicates the process of monitoring the implementation of AP.

The Programme's performance indicators at the level of general and specific objectives are defined in such a way that they provide a clear overview of the results achieved in the implementation of the Programme. It is interesting to note that the internationally recognised indicators apply only to the General Objective and Specific Objectives 3 and 4, which indicates that the position of the RS on the international lists of competitiveness related to the development of e-Government depends primarily on increasing the accessibility of e-Government to citizens and opening up data in e-Government. Moreover, the indicators defined in this way facilitate and enable more frequent and objective ex-post analysis of the Programme's impact.

## 3.1. Review of the General Objective of the Programme

The General Objective of the Programme is defined as follows:

**Development of an efficient and user-centric administration in a digital environment.**

The key challenge of the successful digital transformation of the RS public administration is to lay the foundations for maintaining the course taken, i.e. to implement the planned measures in all areas of public administration in such a way that the efficient and co-ordinated functioning of this system is possible. The digital transformation of public administration envisaged in the RS Programme made it possible to progress in many areas of administrative work and to increase efficiency, transparency, cost-effectiveness and accountability. The Programme enabled the review and improvement of the institutional, technical and all other capacities (human, infrastructural, financial, partnership) of the administration and strengthened its readiness to respond to the trends of the industrial revolution 4.0. With regard to new trends and the use of new information technologies such as artificial intelligence, the use, storage and protection of data, as well as the diversification and innovation of electronic services, the strategic and legal frameworks were also at the centre of the changes in order to smoothly drive the digital transformation process.

The Report „[e-Government Benchmark Report“ for 2021](https://op.europa.eu/en/publication-detail/-/publication/d30dcae1-436f-11ec-89db-01aa75ed71a1/language-en) has shown that the RS has made moderate progress in the area of e-Government development. Progress was observed in three of the four assessment areas: user-friendliness of e-Services, transparency and key prerequisites for the development of e-Government. The baseline score of the indicators in 2019 amounted to 37%, in 2020 it amounted to 43,75%, while in 2021 Serbia was the leader in the region with a total of 50% of the value indicators achieved.

## 3.2. Review of the Specific Objectives of the Programme

Two years after the implementation of the Programme, we can highlight specific achievements of the activities of AP, which are summarised in 4 specific objectives. The results of the implemented activities within each specific objective are as follows:

### 3.2.1. Specific Objective 1.1: Development of e-Government Infrastructure and Ensuring Interoperability

Performance indicator 1 for the Specific objective 1:

* Number of public authorities using data management and storage centres (37 in 2019, 71 in 2020, 91 in 2021 where the target value was set at 95-100)
* The number of LGUs using data management and storage centres (0 in 2019, 168 achieved in 2020, while 170 out of the targeted 20 were achieved in 2021),
* The number of services downloading data from the Central Population Registry (0 in 2019, 1 achieved in 2020, while out of 5 targeted 4 were achieved in 2021).

Specific Objective 1 consists of 9 actions aimed at building the physical and human resources necessary for the functioning of e-Government services and improving their interoperability.

**Measure 1.1.1.** aims to develop the State Cloud and the State Data Management and Storage Centre in Kragujevac (hereinafter: Data Centre Kragujevac), whereby preconditions for rapid and unified development of e-Government were created by providing a backup storage infrastructure for all public administration institutions, regardless of their achieved level of development and ICT capacities. The number of registries and software solutions migrated to data centres increased by about 50% compared to 2020 (0 in 2019, while from 2020 there was a significant increase from 55 registries and 100 software solutions to 83 registries and 144 software solutions in 2021).

Through the construction of the Data Centre Kragujevac the conditions for reducing the costs of developing and maintaining the ICT administration system were created. In addition, its full establishment will improve the provision of uniform services and services for all institutions within the administration, such as e-Mailbox, e-Registry Office, e-Storage, e-Delivery , e-Archives, DMS. The Data Centre Kragujevac is a secure location for storing backups and applications located in the State Centre for Data Management and Storage in Belgrade (hereinafter: Data Centre Kragujevac), as well as backups of data located in the data centres of the public administration as primary sites, which improves the security and availability of electronic services and enables the further development of common and individual electronic services of the administration. At the moment, 97 public authorities (the indicator name from the UIS) use the Data Management and Storage Centre. All activities pertaining to the activity 1.1.1. are still relevant, except for activity 1.1.1.2. The preparation of the analysis of the options for the operational management of the Data Centre Kragujevac and the adoption of the best option has been completed and is no longer relevant for the revision of the Programme.

**Measure 1.1.2.** addresses the solution to the Programme's biggest infrastructural challenge, which is the establishment of redundant nodes and links. So far, 40 redundant nodes have been established in Belgrade (2019: 0/2020: 12). The development of the JIK e-Government network ensured secure communication and data exchange within the administration. Of the total number of LSGs, 170 LSGs are connected to the JIK network (95%). To enable adequate monitoring of the JIK network, the first phase involved the establishment of the NOC (Network Operation Centre) at the Data Centre Kragujevac. All related activities Measures 1.1.2. are still considered relevant (for more information see Annex 7).

**Measure 1.1.3.** includes an activity aimed at establishing information systems that ensure the functioning of electronic office operations through the establishment of a unified register office with e-Storage and integration with e-Delivery and e-Archive systems, to be implemented continuously until the end of 2024. In accordance with the Decree on Office Operation of State Administrative Authorities, the e-Registry Office started with its operations on 1 February 2022. The indicator values at the level of this measure have not been achieved. The adoption of the Decree on Office Operation (activity 1.1.3.1.) was completed and, unlike other activities pertaining to measure 1.1.3., is no longer relevant for the next Programme period. In addition, it is necessary to provide data on the implementation of activity 1.1.3.3, i.e. establishment of a document management system in the Ministry of Defence and the Serbian Armed Forces (software-hardware platform in an internal computer environment).

**Measure 1.1.4** aims to develop further joint (shared), collaborative services to meet the needs of the administration, streamlining its work, reducing costs and increasing levels of reliability and safety. The number of branches using the collaboration system increased exponentially during the implementation of the Programme (2019: 5% in 2020: 12%, while in 2021, 35% of the targeted 25% was achieved). 415 gov.rs domains and 88 упр.срб domains were registered. LSGs were included in the shared services system. So far, 35 LSGs have been included in the collaborative system and it is planned to include another 50 LSGs by the end of 2022. In addition, the [e-Consultation](https://ekonsultacije.gov.rs/) Portal was established, which allows for joint work on documents, submission of comments, a shared calendar and the possibility to work on joint projects. Activity 1.1.4. has been fully implemented and it is recommended to continue the work in the area of improving the use of the collaborative system in public administration (Activity 1.1.4.4.), which is still relevant for the next Programme period.

**Measure 1.1.5.** covers the activities to create an e-Government platform with the aim of enabling the provision of integrated and user-oriented services and overcoming the state of non-functionality of specific systems and applications. The e-Government Platform not only ensures the interoperability of existing systems and applications, but is also a solution for institutions that do not have their own systems to be included in the process of providing services and to ensure interoperability and standardised process design. As part of the architecture of this Platform, a Metaregister of all official records is currently being established, while the number of realised services increased from 5 in 2019 to 20 in 2020, and as many as 196 e-Government services were achieved out of the targeted 30 in 2021.It is proposed to delete *Measure 1.1.5.* and move *Activity 1.1.5.1. Establish Metaregister to ensure interoperability in e-Government into Measure 1.1.6. Establishing new and improving existing registers and records in electronic form to support the development of e-Government services*

**Measure 1.1.6.** covers the activities to establish new registers in electronic form new and to improve old registers were carried out, as well as those activities to improve the data access system and protocol of all authorities collecting and using these data in the exercise of public authority. Of the planned 9 registers covered by the Measure, 60% have been implemented:

* Central Population Register (became operational on 1 September 2020)
* Address Register (an up-to-date Address Register as well as a Register of Spatial Units has been set up)
* Social Welfare IS - SOZIS (established and put into operation)
* Unified Social Card Register (became operational on 9 December 2001)
* Improvement of the Property Register - Real Estate Cadastre (implementation is underway and the deadline is scheduled for the 4th quarter of 2022).
* Improvement of the Registers of Businesses (implementation is planned for August 2022)
* Digitisation of the Register of Agricultural Farms - e-Agrar (the implementation is planned for the 4th quarter of 2022)
* Improvement of the Veteran-Disability Protection IS (implementation is planned for the 4th quarter of 2022)
* Improvement of the child and family protection IS (yet not initiated).

The following activities have been fully implemented and are no longer relevant: *1.1.6.1: Development of a software solution and establishment of the Central Population Register (data migration), 1.1.6.2: Establishment of an up-to-date Address Register (improvement of the software solution and input of missing data) and the Register of Spatial Units and 1.1.6.3: Establishment of the Social Welfare IS SOZIS (establishment of a hardware-software platform, development of a software solution, data migration from the social work centres databases and MLEVSA database and introduction to operational work).* It is recommended to continue with activity 1.1.6.4. *Establishment of a Unified Social Card Register (develop a software solution, connect, download and unify data from state agency records and introduce it into operational work),* while more data needs to be collected for other related activities, activity 1.1.6.

It is proposed that activity 1.1.5.1. *Establishment of a Metaregister to ensure e-Government interoperability* by adding indicators to activity 1.1.6: *The number of registers entered in the Metaregister.*

**Measure 1.1.7.** consolidates the activities under the ”[e-Paper](https://epapir.rsjp.gov.rs/)“ Programme to establish a unified Register of Administrative Procedures based on the adopted Law on the Register of Administrative Procedures, which is a unique electronic database for all administrative procedures carried out by the administration. The Register of Administrative Procedures has its own publicly accessible Portal: [PORTALRAP](https://rap.euprava.gov.rs/privreda/home) where, of the 2,600 procedures listed, you can currently find information on more than 2,300 services provided by the administration to the business community. In order to ensure timeliness and allow for the simplification and possible elimination of unnecessary procedures, a listing/mapping of 1,948 administrative procedures for citizens was carried out by 111 public authorities. By the end of 2021, 101 administrative procedures have been added to the register. The adoption of the Decree on the Functioning and Determination of Data Entered in the Register is expected by the end of 2022, when the process of listing administrative procedures for citizens will be completed. The PPS has started preparing the proposal for the "e-Paper" Programme for the period 2022-2025, the general objective of which would be to improve the quality of services that meet the needs of end-users and to reduce the share of total administrative costs for the economy in GDP. It is proposed to delete Measure 1.1.7. if phase 3 *- a publicly accessible register with all administrative procedures for citizens* - is implemented by the end of 2022.

**Measure 1.1.8.** aims to improve the human capacities of the administration in the process of digital transformation. The number of classified and filled jobs for IT officials at the central level has increased (from 0 in 2019, 595 in 2020, to 866 filled positions in 2021) as well as at the local level (in 98 LSGs, there are 210 classified work posts for IT officials and most of them are filled. Only 13 out of 98 LSGs have no classified IT work posts). The number of staff trained to work in a digital environment within NAPA has also increased (total 1161 trainees/48 trainings). A proper identification of existing human capacity and IT staff issues at central and local levels has not been carried out, but the lack of appropriate IT profiles remains evident. No progress has been observed on the planned ITIL certification of civil servants. The following activities remain relevant and are defined as important for the next Programme cycle: *1.1.8.1: Analysis of the public administration's need for IT profiles and staff for IT project management and a proposal for a sustainable system for managing these staff within the public administration, 1.1.8.2: Conduct IT staff training, 1.1.8.3: Creation of pilot online courses in e-Government for civil servants on the NAPA platform, 1.1.8.5: Conducting training for employees in the authorities on the tasks of prescribing procedures and their implementation through software solutions.* Additional data need to be collected for the following activities: *1.1.8.4 Conduct training for employees in authorities providing electronic services in public administration, by working in information systems and 1.1.8.6. Conduct training for public administration officials on the application of information security procedures prescribed by the enactment on security and protection of personal data set under the Law on Personal Data Protection.*

Activities pertaining to the **Measure 1.1.9.** will be carried out to improve information security and standards. The number of authorities that adopted the Information Security Enactment along with a Disaster Recovery Plan increased from 10% in 2020 to 85% in 2021, while information security testing and piloting have not been carried out in state administration and local self-government as these competencies have not been prescribed by the Law on Information Security. The Rulebook on the Manner and Measures for the Protection of Personal Data and the Directive on the Procedure for Restoring Work and Services after Disruption were adopted. In addition to the adoption of enactments on information security, their implementation at the level of specific procedures and measures, and the establishment of SOC Security *Operation Centre* is of a critical importance. The authority at the republic level CERT (Centre for Security of ICT systems in Authorities – CERT of the authorities) was established, while the number of officials participating in cyber exercises increased from 50 in 2019 to 32 in 2020 and 112 in 2021. It is proposed to, within the measure 1.1.9, change the name of the indicator, i.e. to indicate absolute (number) and not relative (%) values for the following indicator: The percentage of public authorities that have an established and functioning information security system and meet the standards related to information security (adopted information security enactment and disaster recovery plan) in relation to the number of regular and extraordinary inspections carried out annually (number). Activities: *1.1.9.3. Establishment of an information security laboratory and training centre for ICT information security testing, 1.1.9.4. Development of a plan for organising cyber exercises to improve ICT security, and 1.1.9.5. Establishment of SOC and CERT are still relevant and recommended for the 2023-2025 Programme cycle.* Activities: *1.1.9.1. Issuing expert recommendations for the protection of ICT systems of public administration authorities, which will facilitate the application of disaster recovery and continuity standards for public administration bodies and 1.1.9.2. Based on the application of the expert recommendations pertaining to the activity 1.1.9.1. the submission of proposals to amend the Regulation on the Closer Regulation of Measures for the Protection of ICT Systems in the part related to public authorities has been completed and is no longer relevant.*

### 3.2.2. Specific objective 1.2: Improving the Unified Information−Communication Network of e-Government

Indicator at Specific Objective level 2:

* The number of court documents delivered to business entities and natural persons via e-mailbox (0 in 2019, 0 in 2020, while the target was 10.000 and 4.148 were achieved in 2021). The main reason for not reaching the target is that the e-Court application is only used at the Administrative Court.
* The number of files from inspection control bodies submitted in a single e-mailbox (0 in 2019, 1.700 in 2020, while out of targeted 2.000, 15.879 were achieved in 2021).

Specific objective 2 consists of 6 measures aimed at regulatory and institutional and organisational activities to strengthen legal certainty in the use of e-Government.

While **Measure 1.2.1.** is intended to monitor the percentage (%) of rules harmonised with the general e-Government and e-Commerce rules, its indicator reflects the number of legal enactments on which MPALSG has issued an opinion (from the perspective of the general e-Government rules). In 2021, the number of opinions issued was 64, exceeding the 2021 target value (50) and showing a positive trend compared to 2019 and 2020 (0). Amendments to the Law on Electronic Documents, Electronic Identification and Trust Services in Electronic Commerce were adopted, which aim to increase legal certainty. The amendments relate to electronic communication and electronic delivery among authorities and parties, the use of qualified electronic certificates and time stamps. They also relate to the certification of qualified means of creating electronic signatures or seals and entry in the Register of Qualified Devices for Creating Electronic Signatures and Electronic Seal, as well as to the method of assessing the conformity of devices of creating qualified electronic signatures or seals at a distance pending the appointment of a conformity assessment body. A new Decree on the Office Operation of State Administration Authorities was adopted, which provides for the use of a software solution - e-Registry Office. The Decree on the Maintenance and Improvement of the Government Data Management and Storing Centre was adopted so as to implement the Law on Electronic Administration. The Decree regulates the detailed conditions for the maintenance and improvement of the State Data Management and Storage Centre, which is managed by the government department responsible for the design, harmonisation, development and functioning of the e-Government system, as well as the way in which the data centre is used by state authorities and organisations, authorities and organisations of provincial autonomy, authorities and organisations of LSGs, institutions, public enterprises, special bodies through which the regulatory function is exercised, and legal entities and natural persons entrusted with public powers. It also regulates other issues relevant to regulating the way the resources of the data centre and the services of the competent authority are used. It is proposed to delete Measure 1.2.1. and define a new measure related to the analysis of regulatory compliance with the Law on Electronic Administration.

**Measure 1.2.2.** aims to control the quality of the delivery of electronic services by monitoring the work of the acting inspectors (Administrative Inspectorate) in the use of electronic tools. The inspectors in charge have been granted access to the authorities' information systems and the [e-Inspector (einspektor.gov.rs)](https://einspektor.gov.rs/) software solution was implemented. It enables the inspectors to manage cases electronically. For the purpose of monitoring the implementation of regulations, the Administrative Inspectorate has been granted access to three specific software solutions, which were developed by the Ministry of Human and Minority Rights and Social Dialogue (hereinafter referred to as: MHMRSD) and all LSGs during the process of updating the Unified Voters List, the Special Voters List and the Register Books. In conducting inspection controls, the Administrative Inspectorate uses e-Inspector software solutions, which has helped to exceed the indicator values many times over (2019: 0/2020 315), while in 2021, 736 inspection controls of competent inspectorates were carried out using electronic tools. Of the projected 1.000 government administrative authorities, AP and LSGs, 525 authorities have so far opened their electronic systems for the purpose of inspection control by the Administrative Inspectorate, observing an increase from 2020 (350) and 2019 (0). In order to improve the work and increase efficiency, strengthen co-ordination and capacity of inspectors, it is necessary to impose the obligation to use the e-Inspector software tool and proceed with the trainings that will improve inspectors' skills in ICT. If no additional activities are foreseen, it is proposed to delete measure 1.2.2.

**Measure 1.2.3.** reflects the need to develop the functionality of the e-Government Portal in such a way that it allows e-Government users to easily manage their data and gain access to personal data processed by administrative authorities in accordance with the Law on Personal Data Protection, as well as the possibility to request correction or addition of data in any record where this information is stored. To date, access has been provided to 19 (out of the targeted 70) official records where personal data of citizens is held, which is at the same time an increase compared to 2020 (13) and 2019 (0). Through the e-Government Portal, 1.097 (out of the targeted 150) requests to correct inaccurate data kept in electronic official records were submitted in 2021. In 2020, 394 requests were submitted, while the activity in question was not realised in 2019. A mechanism to automatically notify the authority responsible for keeping the original data has been set. It has simplified the process of updating data. It is proposed to delete activity 1.2.3. and transform activities 1.2.3.3. into Measure 1.3.1. *Establishing a unified Registry Office, e-Archive and integration with existing systems.*

**Measure 1.2.4.** includes activities aimed at ensuring legal certainty for users of e-services, mainly by linking IT systems of public administration with the judiciary IS and by adapting the processes within which the courts enactments. Today, all courts have *ex officio* access to the data in the electronic records needed for conducting proceedings and passing judgements through the Judicial Information System (PIS). In order to adapt procedural provisions to the process of digital transformation, a proposal to amend the Court Rules of Procedure and a proposal to amend the Civil Procedure Law have been drafted to harmonise them with the Law on Electronic Administration and the Law on Electronic Signature. A centralised system for video conferencing has been introduced in 5 higher courts, allowing for the remote hearing of parties and the protection of victims. Moderate progress has been made considering that the e-Court application intended for electronic communication was used in 4 court proceedings in 2021 (target is 15), showing the trend of moderate implementation of court proceedings by electronic means (in 2020: 6 and in 2019: 4). All judicial authorities were given access to the Judicial Information System (in 2020 and 2021), while in 2019, 90% of courts accessed *ex officio* the data in electronic records necessary to conduct proceedings and adjudicate. Indicator has been achieved 100%: *The percentage of courts in relation to the total number of courts that ex officio accede data in electronic records required for the conduct of proceedings and adjudication* is no longer relevant. Activities: *1.2.4.4. Harmonisation of regulations in accordance with the analysis referred to under 2.4.3. and 1.2.4.7: The conduct of training in accordance with the adopted Programme remains relevant and is recommended for the next Programme cycle.* At the same time, the following activities were carried out and are no longer relevant: *1.2.4.1: Inclusion of training on acquisition of digital skills in e-Government and e-Business as mandatory trainings in the Programme of the Judicial Academy, 1.2.4.3. Prepare an analysis of the need for harmonisation of Court Rules of Procedures and procedural laws with LES and the LEG, including the need to impose the obligation to download data, i.e. to consult data in electronic records and registers kept by public authorities, in evidentiary proceedings by holders of judicial functions and court expert witnesses, 1.2.4.5. Identifying the training needs of judicial function holders and judicial employees, and 1.2.4.6. Develop and adopt the training curricula for 2021.* *A new activity is proposed within Action 1.2.4:* Upgrading of the e-Court application with the aim of enabling its use by all courts.

**Measure 1.2.5.** aims to improve the legal framework and the practise of using e-Signatures and e-Seals within the administration. The ITE Office has been certified to issue signatures in the cloud, which enables the use of electronic seals and signatures within electronic services. To date, only 60 (out of the targeted 3,000) qualified electronic seals have been issued (15 were issued in 2020). The reason for the unachieved values of the indicators is attributed to the low level of information of the institutions in the area of the legal framework and of the existence of a software solution on the e-Government Portal as well as the insufficient promotion of the e-Stamp procedure. If no new activities are planned, it is proposed to delete measure 1.2.5.

**Measure 1.2.6.** includes activities to harmonise rules and implement solutions that enable the use of the trusted service of qualified e-Delivery at all levels of government, including the judiciary. As a result of the analysis of procedural laws, the Law on Companies was amended, introducing the **obligation for companies to register as users of e-Government services**, which promoted further development of e-Delivery. In addition, amendments were made to the Law on the Registration Procedure in BRA, which, among other things, introduced the service of the registrar’s decision the electronic mailbox of registered users of the e-Government Portal. Moderate progress has been made in terms of the service in e-Government when it comes to the number of activated e-mailboxes of companies and legal entities, i.e. in 2020, 12.931 business and legal entity e-mailboxes were activated, while in 2021, 19.261 were activated out of the planned 40.000. Moreover, in 2020, 320.000 e-mailboxes of citizens were activated, while in 2021 the value of the planned indicators (320.000) was exceeded many times over by the activation of 787.110 e-mailboxes of citizens. Today, e-Delivery is used in procedures for registration of property rights, service of tax assessments, procedures for inspection controls and other procedures by the following 12 users (9 authorities and 3 IS): Institute of Intellectual Property, MPALSG, Agricultural Payments Agency, MF - Gaming Administration, Tax Administration, RGA - Real Estate Cadastre, NAPA, Ministry of Justice, e-Government Portal, IS Central Population Register and IS e-inspector. It is proposed to delete measure 1.2.6.

### 3.2.3. Specific Objective 1.3: Increase of e-Government Accessibility to Citizens and Businesses by Improving Client Service

According to e-Government Benchmark conducted by the European Commission, the user centricity indicator, with a value of (68% in 2018, 70% in 2020) 78% in 2021, a value slightly less than the European average (88.3%), indicates to what extent the service and information about it are provided online (offline service: *0), only service information is available online: 50%, fully online: 100%)*.

The second indicator, related to key enablers, has a slightly lower achieved value (43%) than the European average (65,2%), but it represents progress compared to the 2018 level of 24% and 28% in 2020. The indicator directly refers to the degree to which the 4 technical requirements are available online, i.e. electronic identification (e-ID), electronic documents, authentic sources and digital mail.

The Annual Report for 2021 on the implementation of the PARS states that there are challenges related to the lack of uniform standards in service policies, as well as insufficient accessibility of services and insufficiently available and clear information about services. The lack of user satisfaction measurement is also mentioned.

Specific objective 3contains 5 measures directed at improvement of experience of users when using e-Government Portal for all three categories of users: citizens, businesses and public administration employees.

**Under measure 1.3.1.** the e-Government Portal, as a central location for the provision of e-services, has been improved in various segments, through the development of a Methodology for Analysing the User Experience on the Portal, based on which a mechanism for measuring user satisfaction will be established. The availability of the e-Government services on all platforms is also ensured. Most of the services established are dedicated to citizens, including the current services related to the Covid 19 pandemic. The number of services on the e-Government Portal shows an increasing trend (20 in 2019, 140 in 2020, 196 in 2021), and at the same time an increase in the number of active users of the services on the portal was recorded (20 in 2019, 140 in 2020, 196 in 2021). The percentage of users who positively evaluate the user experience vis-a-vis the services on the portal (0 in 2019, 70 in 2020, 93 in 2021) is steadily increasing. The compliance of the functionality of the e-Government Portal with accessibility standards (0% in 2019, 70 in 2020 and 70 in 2021) resulted in the following number of services implemented annually in the e-Government portal: 0% in 2019, 1.100.000 in 2020 and 2.253.547 in 2021. At the same time, the share of the fourth stage of sophisticated services available on the Portal increased in relation to the total number of e-services on the e-Government Portal (0% in 2019, 26% in 2020 and 26% in 2021). Activities: *1.3.1.1: Establishing a mechanism for measuring user experience on the e-Government Portal (development of a Methodology for Analysing the User Experience on the Portal, analysis and establishment of a mechanism) and 1.3.1.4: Ensuring the availability of public administration e-services on all platforms (mobile devices)* remain relevant and are proposed for the next Programme cycle. The implementation of activity 1.3.1.3 is expected. *The connection of other authentication systems* *(Tax Administration, BRA, CROSO, portals in the field of judiciary and other systems of state authorities, but also systems used in the economy - e.g. banks) to the Identity Management System*  and its continuation is not expected in the Programme period 2023-2025, nor for the final Activity 1.3.1.2: *Establishment of e-Signatures and e-Seals in the cloud, e-ID and two-factor identification (multi-factor identification) of e-Government users (and involvement of public authorities).*

**Measure 1.3.2.** focuses on activities to standardise and optimise services within the Unified Register of Administrative Procedures and the digitisation of the most common procedures to ensure the electronic provision of as many services as possible to citizens and businesses. The optimisation of procedures as well as the introduction of new electronic services for the business community on the e-Government Portal [PORTALRAP (euprava.gov.rs)](https://rap.euprava.gov.rs/privreda/home) is implemented through the Programme [e-Paper (rsjp.gov.rs)](https://epapir.rsjp.gov.rs/) which has so far optimised 235 administrative procedures and abolished 13, resulting in savings of 33 million euros. The number of fully digitised services increased from 20 in 2020 to 29 (out of the planned 50) in 2021, while 54 are already ready for production. The following activities that are still relevant for the next Programme period are: *1.3.2.1: Development of functional specifications for proposals to amend regulations to optimise procedures related to life events, 1.3.2.2: Digitisation of 100 selected procedures for the business community at the republic level and making them available on the e-Government Portal (creation of electronic services), 1.3.2.3: Optimisation of all procedures for business at the national level through the e-Paper Programme*, while the implementation of activity 1.3.2.4: *Publishing 20 services for citizens on the e-Government portal* is an activity scheduled for the second quarter of 2022, when more data will be available.

The activities under **Measure 1.3.3.** aim to develop support for users through the established Contact Centre for Citizen and Business Support. In order to establish mechanisms for measuring user satisfaction with the service, a Methodology for Measuring User Experience on the e-Government Portal has been developed and will be used as a basis for establishing a mechanism for measuring user satisfaction with the service by the end of 2022. In order to strengthen the practice of supporting users in the implementation of the service and thus increase the quality of services and improve user satisfaction, it is necessary to introduce innovative systems for managing user support on a larger scale in the administration, such as the CRM service (Customer *Relationship Management*). Regarding e-Government user support, support for 29 services is provided, but not through the *help desk*, but by e-mail, and since the implementation period of the specific measure is scheduled for 2021, there is no data for 2020. The Contact Centre set up has helped to almost reach the target for the percentage of user requests resolved in relation to the number of requests submitted (targeted 90%, achieved 85%). There is also no data for the percentage of user satisfaction services, the percentage of services where users were positive about the support they received, or the percentage of users who were positive about their satisfaction with e-Government services, while measuring the percentage of services enabling case progress monitoring has been abandoned. The following activities are relevant for the next Programme cycle: *1.3.3.2: Developing a Methodology for Measuring User Satisfaction with Public Service, 1.3.3.3: Establishing a mechanism for measuring user satisfaction with public service and 1.3.3.4: Ensuring a functionality of the e-Government Portal for monitoring the status of cases* and Activity 1.3.3.1 although completed is still relevant: *Establishing a contact centre to support citizens and businesses.*

Although the activities related to the development and implementation of the communication strategy within **Measure 1.3.4** were abandoned during implementation, the projected values were achieved at the level of the Measure itself. The number of employees using the e-Government infrastructure is difficult to determine, as most employees use e-Government. According to previously published data, IS e-ZUP was used by more than 10.000 employees in 2021 (100 in 2019 and 2020)[.](https://www.ite.gov.rs/tekst/80/ezup.phpb) 787.110 citizens use e-mailboxes, which is many times higher than the target (10.000) and shows a growth trend (0 in 2019 and 224.000 in 2020). There has not been much progress in designing video guides for new e-Services (1 in 2019, 20 in 2020 and 3 in 2021). The number of businesses using e-mailboxes in relation to the total number of businesses in 2021 is 395 (10 in 2020 and 0 in 2019), showing moderate progress. Exceedances are recorded when it comes to the number of posts on social media per year (500 in 2019, 862 in 2020 and 800 in 2021), while multiple exceedances are recorded when it comes to the annual number of posts on internet portals (300 in 2019, 363 in 2020 and 1.844 in 2021), i.e. when it comes to the number of texts published on an annual basis in the most widely read daily and weekly newspapers (200 in 2019, 244 in 2020 and 449 in 2021). The following activities are still relevant for the next Programme period: *1.3.4.2. Development of the ITE Communication Strategy for the promotion of e-services and 1.3.4.3. Implementing the ITE Communication Strategy for the promotion of e-services*, while additional data needs to be collected for activity 1.3.4.1. *Development and implementation of the methodology for change management in e-Government.*

**Measure 1.3.5** envisages the establishment one stop shops, where data and documents are exchanged in mutual communication among the competent authorities, resulting in significant savings for citizens and the economy. By the end of 2021, a total of 19 one stop shops were opened in the RS, five of them in 2021. Citizens of Aranđelovac, Bela Palanka, Varvarin, Vlasotinac, Gornji Milanovac, Zitišta, Zemun, Kruševac, Kuršumlija, Lazarevac, Novi Pazar, Pirot, Rača, Smederevska Palanka, Sombor, Stara Pazova, Topola, Užice and Šabac do their business with institutions in one place. The most frequently provided services at the one stop shops are in the field of social protection, property ownership issues and public enterprise services. The preparation of a proposal for a Decree that will further regulate the functioning of a one stop shop is underway. Activity 1.3.5.1: The preparation of a study on the possibilities of establishing a one-stop-shop at national and local levels, with recommendations on the criteria for selecting the services for which it will be used, is still relevant for the 2023-2025 programme cycle. There is an obvious need to elaborate a by-law ensuring uniform standards in the field of service delivery and establishing a legal framework for systematic user involvement in the development/design of (new and existing) services at all stages of development (Decree on the Principles of Service and Information Management). The same regulation may also contain the standards for the establishment of one stop shops.

### 3.2.4. Specific objective 1.4: Open Data in Public Administration

Indicators at the level of Special Objective 4 clearly point to progress in opening datasets (from 250 in 2019, 306 in 2020 to 1.643 available datasets in 2021) at the  [Open Data Portal (data.gov.rs)](https://data.gov.rs/sr/) by an increasing number of institutions (from 33 in 2019, 62 in 2020 to 83 in 2021), as well as an increase in the number of users of the Portal (from 500 in 2019, 1.051 in 2020 to 1.498 in 2021).

The proposed 4 measures aim to develop an initiative to open up and reuse data.

**Measure 1.4.1.** Has established mechanisms for the implementation of the set legal framework (Law on e-Government and Decree on the Functioning of the Open Data Portal and Obligations to Open Public Administration Data). Since 2019, 33 public authorities and other public authority holders have opened their data, 62 in 2020 and 83 bodies by the end of 2021. Within the ITE Office, a special organisational unit within the Digitisation Standards Sector has been formed under the name - Department of Quality of Electronic Services, Data and Data Protection - which has strengthened its own capacity to support institutions in opening data. Activities remain relevant for the next Programme period: *1.4.1.1: Establishment of a special organisational unit in ITE for open data and the Open Data Portal in order to support institutions in opening data in a machine-readable format and to ensure the sustainability of the Open Data Initiative; and 1.4.1.2: Development of a methodology and standards for opening data with the definition of priority datasets.* Additional information needs to be collected for activity 1.4.1.3: *Support the work of the Open Data Working Group in preparing the Annual Programme for Opening Up Public Administration Data, monitor implementation and support institutions in opening up data.*

**Measure 1.4.2** aims to improve the Portal by developing an automatic download of open data and tools that enable the highest quality of open data. The achieved value of 5.196 machine-readable datasets published on the Portal in 2021 far exceeds the projected values of the indicators (0 in 2019 and 2.194 in 2020). A guideline for the standardised opening of the LGU budget has been prepared. The development and publication of guidelines and tools to enhance the quality of open data, as well as the improvement of the Open Data Portal software solution have been abandoned. Activities: *1.4.2.1. Development and publication of guidelines and tools to improve the quality of open data and 1.4.2.2. Improving the Open Data Portal software solution*, which have been abandoned, are still relevant for the next programme cycle 2023-2025.

**Measure 1.4.3.** includes activities aimed at campaigning and introducing mechanisms that would help harness the potential of open data. During the interviews, the experts have noted a whole range of activities being carried out within the ITE Office (Department of Quality of Electronic Services, Data and Privacy) in collaboration with UNDP to interest potential users and to promote the use of open data (hackathons, datathons, Open Data Week). This includes, among others, the implementation of activities under the “Open Data Challenge” announced in February 2021. Under the said activity, three solutions were awarded in March 2021, namely two from the area of “Using Data to Improve the Management of Diabetes” and “Towards smarter cities with the help of open data”, which also included promotional elements. The solutions mentioned are still being worked on. During the reporting period, activities were also carried out as part of the "Open Data Week" in 2021 and 2022, which significantly promoted the use of open data. The mentioned data have not been entered into the UIS, which means that the indicator values for this measure are reduced (1 hackathon in 2020) and real state of affairs has not been reflected.

In addition, the number of applications and software solutions implemented using the authorities' open data has slightly increased (8 in 2019, 26 in 2020 and 35 in 2021).

**Measure 1.4.4.** requires the integration of ICT and the concept of open data into routine tasks and monitoring of the situation in areas that are important for the functioning of local communities in order to achieve more efficient use of resources and sustainable development. By preparing an Analysis on the Provision of Infrastructure for the Establishment of Smart Cities and their Networking (cloud infrastructure) with an implementation proposal that includes an analysis of the services to be offered, the preconditions for activities to establish a hardware and software solution together with a supporting infrastructure for monitoring and piloting the concept of smart cities in Šid, Bečej and Petrovac na Mlavi have been created. The activity is implemented under the Programme: “2021/22 Knowledge Sharing Programme (KSP) with Serbia Cloud-based Smart City in the Republic of Serbia”. In March 2022, all three sites were visited. A report is expected, which will identify the necessary technical, organisational and legal steps to implement smart city services by the end of 2023. The following activities under this measure are still relevant and should be implemented: *1.4.4.1. Creation of a common platform to collect and publish data relevant to economic development at the local level in collaboration with LSGs, 1.4.4.2. Preparation of an Analysis on the Provision of Infrastructure for the Establishment of Smart Cities and their Networking (cloud infrastructure), with an implementation proposal that includes an analysis on what services should be offered under the concept of smart cities, 1.4.4.3. Establishing a hardware-software environment for the services of all Smart Cities together with the supporting monitoring infrastructure (metrics, auditing, customer support system), 1.4.4.4. Implementation of at least two pilot projects to apply the concept of smart cities (taking into account cultural, regional and other specificities), and 1.4.4.5. Development of a process for implementing e-democracy to optimise the use of resources and improve services.* The postponement of deadlines caused by the pandemic and the abandonment of e-Democracy activities due to lack of funds have had a negative impact on the achievement of the projected value of the indicators of the measure.

# 4. MAIN LIMITATIONS AND RECOMMENDATIONS FOR THE PERIOD 2023-2025

## 4.1. Main limitations

The main constraints identified in the implementation of e-Government are the following:

**Planning and co-ordination of the implementation of the e-Government Development Programme**

The insufficient co-ordination of public authorities is a consequence of the insufficiently developed strategic management of e-Government reform.

The conditions under which e-Government was being developing in the RS required the set objectives to be achieved in a short time, to which the pandemic contributed significantly. Against this background, it is not surprising that the ITE Office has developed in the direction of operational implementation of the set objectives and efficient solution of specific problems, strengthening the functions of design, co-ordination, development and functioning of e-Government systems, as well as information systems and infrastructure of public authorities, while the management functions and co-ordination remained less developed.

**Funding of the Programme**

The development of the Public Administration Information System in the RS, which is at the heart of the Programme, is a costly process. Before starting the development of application solutions and databases, significant resources should be invested in infrastructure, equipment and the acquisition of licences and maintenance and development of the information system.



*Graph : Planned and executed funds*

The graph shows that in 2020 the planned and executed budgetary resources are disproportionately higher compared to 2021 and 2022. According to https://monitoring.mduls.gov.rs/, the reason for this is the construction of the Data Centre Kragujevac, which was mainly executed in 2020. On the other hand, the weak implementation of planned donor funds is also observed, which is certainly an issue that should be addressed in the coming period.

The pandemic has made the problem of funding the development of e-Government even more difficult. On the one hand, budgetary resources were withdrawn and reallocated due to the mitigation of the consequences of the pandemic, which prevented the realisation of certain activities. On the other hand, the ITE Office was under increased pressure to provide services in the shortest possible time, allowing certain services to be provided without the physical appearance of citizens, including the possibility of paying compensation. A common strategy to overcome this problem is to provide alternative funding through projects or earmarked loans. In addition to finding additional sources of funding, it is necessary to improve the process of budget planning and programming funds earmarked for the development of e-Government in accordance with strategic development directions, as well as to ensure more efficient use of funds through the unification and centralisation of ICT solutions. Due to the lack of data, it was not possible to work on the aspect of efficiency, i.e. the value for money.

**Human resources**

The lack of human resources with the appropriate profile is a constraint in the whole process of public administration reform. In particular, in the context of the e-Government Development Programme, there is an obvious shortage of professional IT staff, which is necessary not only for the implementation and maintenance of the system, but also for proper planning of the development of the state IS. It is necessary for the administration system to recognise and consider ICT not only as tools that technically enable the digital transformation of the government and society as a whole, but also as one of the fundamental tools for change. To ensure ownership of the entire reform process, it is also necessary to invest into development of internal staff who would monitor and evaluate sectoral policies, conduct in-depth analyses and propose changes to improve the system and co-ordination.

## 4.2. Conclusions and Recommendations

The general recommendation is to continue efforts to implement the Programme. As the activities of AP will end in 2022, it is necessary to adapt to the future needs of the process of strengthening e-Government and to prepare a plan for future activities for the period 2023-2025.

The Programme has been recognised as a driver of reform with political support, which in some ways has helped to mobilise the government's resources for reforms of such high priority.

The success of further e-Government development requires an **effective management structure** that plans, co-ordinates, implements and evaluates the e-Government development system, as well as an appropriate **institutional framework**. It is important to note that this type of management structure must also include the operational level in terms of co-ordinating the implementation of activities, as well as the political and strategic level where e-Government policies and developments are decided and co-ordinated. The transformation of the Directorate of e-Government into the ITE Office has greatly improved the institutional image by allowing for a systemic approach to the development of the state information system. Nonetheless, the responsibility for e-Government development and management is fragmented, with no clear unified institutional leadership. Although the responsibilities of all authorities are defined, the division is more difficult to implement in practice and has a negative impact on the efficiency of the reform, especially at the strategic level of e-Government development, but also on the horizontal and vertical communication and co-ordination of the system.

**Areas for future action:** Given that the public sector function in the RS, alike at the global level, is becoming more and more complicated following the increase and diversification of the expectations of the end users (e.g. pandemic, emergency situations, digitalisation, climate change, etc.), the review and improvement of the management framework is of great importance. Empirical experiences from specific pilot initiatives carried out in the RS (e.g. use of quality management systems in administration and services), regional and global practices regarding the improvement of organisational management methods in administration direct the focus back to the optimisation of the organisational structure, optimisation of functions and IT support, i.e. continuation of the digitisation process. Increase human resources by focusing on issues such as: quality management system such as CAF (Common Assessment Framework) in public administration to optimise processes and products/services, to reengineer management and business processes using agile management as well as HCD - Human Centred Design, which aims at the end user when designing strategies, programmes and products, i.e. providing a service. In contrast to the current fragmented management, it is recommended to centralise the management function of the e-Government ecosystem in Serbia.

The **legal framework** for the development and implementation of e-Government has been rounded off to a considerable extent and provides a good basis for further development when it comes to laws as the primary legislation. Continuous monitoring of EU standards is necessary to harmonise and fulfil the commitments the Republic of Serbia has assumed in the process of joining the EU. An assessment of the compliance of the Law on e-Government with the EU Directive 2019/1024 of the European Parliament and of the Council on open data and the re-use of public sector information (recast) is underway. The Directive partly refers to the Law on Free Access to the Information of Public Importance. Considering that the development of smart cities is one of the key areas and priorities for the coming period, one must also consider the possibility of significant interventions in the existing legal framework. Smart cities are a new concept in the RS and in the region. It requires the establishment of integrated control centres where data pertaining to different authorities from different level of government is collected and processed. This type of cooperation and data processing must be precisely regulated. Based on the examples of countries that represent good practices related to smart cities, the possibility of adopting a specific law must be considered.

**Areas for future action:** During the interviews conducted for the subject analysis, many relevant topics of possible future actions were discussed (e.g. MJ, Judicial Academy, MPALSG, Office of the Prime Minister, etc.).The European legal and regulatory framework has provided a balance between the practical purpose, privacy and security of digital identity and trust services, through the Regulation on Electronic Identification and Trust Services and the General Data Protection Regulation (GDPR) of 2018. In 2021, the European Commission proposed the creation of a European Digital Identity Wallet to serve as a framework for a European digital identity available to all citizens, residents and businesses in the EU. EU Member States are expected to agree on the technical details of the digital wallet by autumn 2022. All this will also have an impact on the environment for improving the legal and regulatory framework of the RS e-Government. At the same time, in the area of secondary legislation, several areas have been identified where there is a need for the adoption of by-laws regulating:

* Detailed conditions, measures and procedures for granting authorisations for the export of data and electronic documents from the RS,
* The manner in which public authorities may provide services for the acceptance of payment instruments, the transfer of funds and other payment services prescribed by the law regulating payment services in terms of tax payments and for the purpose of provision of services through the e-Government Portal,
* Types of trust services that may be provided by a public authority,
* Definition of information that can be represented by standardised symbols in electronic form and procedures for defining these symbols,
* Criteria for certification (issuance of personal data protection certificates and corresponding marks and labels),
* and also Amending the Decree on the Closer Regulation of Measures for the Protection of ICT Systems of Special Importance,
* Decree on One-Stop-Shop.

Resolving the issue of a fragmented **policy planning and co-ordination system** is a real challenge. It is even underpinned by the ever so low awareness among civil servants (and citizens) of the importance and benefits of government digitisation. In this context, resistance to change, a lack of knowledge and a low level of digital skills, as well as a lack of will on the part of the administration have been identified, most likely caused by an unsystematic approach to co-ordinating the implementation of e-Government and the digitisation process. Therefore, it is important to design a **communication plan and campaign** which main objective is to increase the level of use of e-Government and e-Services and to improve dialogue during the process of design (needs assessment), implementation and improvement (user experience). It is extremely important to point out the benefits of using new information technologies, which, at the level of society as a whole, lead to savings in time and money, optimisation of human capital in work processes, simplification of processes, more efficient decision-making, innovation and greater resilience of institutions and society to change, especially in exceptional circumstances such as pandemics. The UIS is an extremely important source of data for policy co-ordination, strategic and operational planning. However, this analysis shows that the timely input and validation of data could be improved.

**Areas for future action:** The improvement of e-Government co-ordination and digital transformation of the public sector in the RS should aim at establishing a centralised management model based on the defined responsibilities of all participating institutions in the e-Government system. The regular work of formal cross-sectoral decision-making bodies and ensuring cross-sectoral co-ordination, as well as creating synergies with the initiatives of international and non-governmental organisations in this field, will also contribute to strengthening e-Government co-ordination, both in a strategic and operational sense. In this context, it is extremely important to monitor developments, identify initiatives that have an impact on the development of e-Government in the RS and include them in the e-Government Programme (such as the United Nations Development Programme initiative dealing with open data).

There is a need to improve the policy management area to avoid duplication, as well as to ensure the timely input of data into the UIS and its verification, which will help improve the co-ordination process and strengthen strategic operational planning.

When it comes to **increasing the capacity of civil servants** in the area of digital knowledge and skills, the Human Resources Management Service (hereafter: HRMS) has a number of relevant trainings, which are complemented by NAPA trainings in the field of learning how to create services. Despite the existence of the aforementioned resources, this Analysis has provided an insight into the current situation in the field. It has found that there is still a lack of digital skills and knowledge, as well as knowledge in other areas relevant to digital management, such as the agile approach, methods for developing future strategies (foresight), methods to foster innovation and to achieve system resilience. Considering the identified skills and knowledge that civil servants should possess to be able to work in the digital world, it is necessary to strengthen existing Programmes and synchronise their implementation. Furthermore, in order to strengthen the whole society and increase digital literacy and possession of specific knowledge in this area, it would be desirable if the materials (documents/videos) are available for download and use by all actors in society (*open source)*.

**Areas for future action:** The comprehensive vision of EU 2030 is presented under the so-called Digital Compass, which addresses digital skills, ICT security, sustainable digital infrastructures and the digitisation of public services. While conducting this Analysis, interlocutors noted the need to continue investing and increasing human capacity in digital knowledge and pertaining skills. As one of the first possible areas of intervention, confirmed among others during the interviews, the analysis of the lack of skills and knowledge (Gap analysis) at the level of the entire government system, i.e. the institutions primarily and secondarily responsible for e-Government. Furthermore, the need for digital literacy of users has been defined as one of the most valuable possible future investments (citizens, NGO sector, corporate sector, media) with intensive promotion in the media (campaign). Indispensable cooperation with the academia so as to transfer the latest achievements in this field should also be considered. Some of the areas suggested for integration in the training curricula, which should definitely be reviewed and complemented by an analysis of the lack of knowledge and skills, are the following: service design methodology, agile management, leadership skills and team management in e-Government, crisis communication and crisis management, change management, quality management system in public administration and public services, innovation in public administration, digital transformation of business processes in public administration, security aspects, development of information systems and maintenance of information security, etc. There is a need to consolidate and synchronise the interventions of NAPA, HRMS and the Judicial Academy in this area. For conducting complex analyses and designing and delivering relevant trainings, it would be desirable to leverage existing partnerships and establish new ones, such as with the Regional School of Public Administration, which is currently conducting a comparative analysis of the Western Balkan economies (with recommendations for improvement) in the field of digital transformation, the publication of which is expected in mid-2022. Moreover, it is working intensively on networking, training and comparative learning in the field of digital governance. An equally important partner is the Regional Cooperation Council - RCC, which among other things makes analysis of regional needs in the field of e-Government, promotion and standard setting.

There is a need to develop a strategic approach to **the professional development and retention of IT staff** and to continue to work intensively on strengthening the capacity of civil servants to work in a digital environment. The existing deficit of IT staff in the administration is not easy to overcome. This problem is not only specific to the RS. When it comes to public sector, it, however, affects all European countries. The solutions applied to overcome this problem range from exempting the salaries of certain profiles of IT experts from the existing salary scales in the public administration, to public- private partnerships and the provision of commercial services to the private sector, to various types of stimulation through access to specialised training and cooperation with faculties. To date, no significant efforts have been made in the RS to address this challenge, but initial steps have been taken in relation to the establishment of a future system solution through collaboration with faculties and the establishment of a state-owned enterprise that will, within the available capacities of the Data Centre Kragujevac, provide hosting services commercially to private sector. These are certainly steps that need to be further developed. It is also suggested to consider legislating preferential salaries and other monetary (bonuses) and non-monetary rewards for employees who have expertise in programming, using new information technologies (blockchain, cloud technology, use of artificial intelligence, etc.) and new methodologies to manage processes such as agile approaches and quality management in public administration and public service.

**Areas for future action:** As the world is changing rapidly, especially from the point of view of digital transformation, the need for IT staff is also increasing in public administration, and it is necessary to rethink the strategy for retaining and motivating IT staff more frequently. Although HRMS has produced an analysis of staff retention, it focused specifically on the aspect of civil servant inflow and outflow. At the same time, there is no human resource management strategy or plan that addresses staff retention in the area of ICT. Therefore, there is a need to conduct a study on strategic retention and motivation of IT staff and to design a roadmap to implement the recommendations of the study. In this area, it is necessary to consider all the possibilities that arise through various forms of public-private partnerships as well as collaboration with the academic community. The challenges outlined and ways to overcome them were also the subject of discussions held as part of the Ex-Post Analysis of the Programme.

The **balance between technological development and adaptation/digitisation of processes** is a major challenge. Existing problems in the delivery of services to citizens will not be solved only by digitising them, but by optimising the current "analogue" processes, which will be ready for digitisation only after such optimisation. The legal framework, which does not adequately take ICT into account, also gives priority to traditional processes in public administration without reflecting the process of digital transformation.

The results in the **development of infrastructure in e-Government and the provision of interoperability**, which are primarily reflected in the establishment of the State Data Centre Kragujevac and the creation of an environment for cloud computing at the technical and organisational level, need to be reinforced by efforts aimed at developing a unique information and communication network in e-Government. These efforts are primarily reflected in the establishment of the Network Operation Centre at the level of the entire information and communication network. The issue of interoperability does not only include interventions at the technical level, but taking into account the European interoperability framework, we speak of legal, organisational and semantic interoperability as equivalent elements of the interoperability framework.

By the first quarter of 2022, a **unified electronic Registry Office** and an electronic archive have not yet been implemented, which is why office operations are still largely carried out in the traditional way. Many authorities use case management systems, but many of these systems are rudimentary and limited to an electronic ledger without digitising and storing documents. Moreover, the solutions used are different, which makes solving the interoperability problem even more difficult. With the launch of the e-Registry Office, public authorities will be able to decide whether to switch completely to a unified e-Registry Office or continue to work with their own system, with the possibility of connecting to the unified e-Registry Office via an API (application). Such a solution is logical at first sight, but it will not achieve the expected effects. The possibility of limiting this option in time and providing for a transitional period for the acceptance of the e-Registry Office as the only solution must be considered.

The **Metaregister** as a single public electronic register of all electronic registers in the RS will not be established during the period of validity of the current 2020-2022 AP. The Metaregister is envisaged as a legal category in the Law on Electronic Government, so it is necessary to put this solution into operation as soon as possible.

Given the importance of the data stored in public administration information systems in the RS, the issue of **information security** is extremely important. In the normative field, results have been achieved in terms of elaboration of expert recommendations for the protection of ICT systems of public authorities, which include the application of standards for disaster recovery and continuity of work of administrative authorities. It is necessary to further promote the implementation of these standards and to verify the extent to which the standards are actually complied with by organising cyber exercises in the public administration. It is also necessary to establish a SOC (Security Operation Centre) and to strengthen the CERT (Computer Emergency Response Team) of the Republican authorities within the ITE Office.

**Areas for future action:** The recent ENISA (European Union Information Security Agency) publication [Digital Identity](https://www.enisa.europa.eu/publications/digital-identity-leveraging-the-ssi-concept-to-build-trust/@@download/fullReport) (2022) focusing on digital identity, presents the current technology landscape of existing e-ID solutions and support initiatives, highlighting technological and managerial solutions for improvement. Together with the [Regional Publication on Interoperability and Trust Services](https://www.rcc.int/working_groups/59/regional-interoperability-and-trust-services)  (2021) co-ordinated by the Regional Cooperation Council (RCC), it provides useful recommendations as well as lessons learned from the interviews that can be taken into account when designing the next activities (2023-2025) from the domain of e-Government infrastructure development and creating interoperability, establishing and maintaining digital communication channels and data exchange (e-Registry Office, Metaregister), improving information security, etc. The World Economic Forum (WEF), in cooperation with the government of the RS, recently opened the sixteenth Centre for the Fourth Industrial Revolution, located in Belgrade, which confirms the innovative commitment of the RS Government. In 2022, the WEF issued a number of useful publications (e.g. Global Review of Information Security, 2022) and has launched a number of new initiatives that undoubtedly relate to the digital society and are relevant for the continuation of the application of innovative solutions in the field of digital transformation of the public administration of the RS. All the above-mentioned possible areas for further action were commented on in the interviews conducted during the analysis.

When it comes to **open data**, the collection and management of open data in the s entrusted to the ITE Office, which also co-ordinates the Open Data Working Group established in 2016. The National Open Data Portal was opened in mid-October 2017. The size of the available datasets has grown to over 1.827 (March 2022). The improvement of the portal depends mainly on the addition of new datasets. This is a continuous process where the use of open data by different target groups contributes to improving the functionality of the service through better search in the Portal, through notifications related to the datasets (registered users), improving the quality of the open datasets, as well as through their evaluation.

**Areas for future action:** As confirmed in the interviews conducted during the analysis, it is important in the near future to additionally ensure compliance with strict ethical and security protocols with the right to open data. It is also necessary to work on further promoting the end result of using open data (e.g. increasing transparency, improving trust in public administration, diversifying business opportunities and revenues through open data, etc.) both within the administration itself and in society.

The need to open up new sets of open data is not diminishing, nor is the need to collaborate with different actors in the field such as citizens, NGOs, businesses and academia.

A horizontal area such as gender equality has been taken into account in principle in the planning of the e-Government Development Programme. However, the measures and activities as well as the indicators are characterised by gender neutrality, which is why this aspect is recommended for further development and integration in the new Programme cycle. As a cross-cutting theme of future interventions, the strategic development of the entire IT infrastructure with a special focus on the co-ordination (horizontal and vertical) of e-Government through the new 2023-2025 AP for all elements of the digital administration system is also important. With this holistic approach, all previous decisions and analyses related to IT infrastructure and e-Government co-ordination would be brought together and harmonisation with the existing legal framework would be proposed by strengthening the legal framework (creation of new legal enactments/procedures in IT infrastructure management and e-Government co-ordination by the RS administration). Information gathered from stakeholders relevant to the implementation of the E-Government Development Programme both at the national level (MPALSG, MTTT, ITE Office, MoI, Office of the Prime Minister of RS, etc.) and at the local level (representatives of LSGs, SCTM, NALED, CEP) is extremely important. Comparative experiences in this field (SIGMA/OECD, UNDP, WEF, CEFTA, ReSPA, RCC, etc.) have confirmed the importance of proposing a possible operational area.

# 5. CONSIDERATIONS FOR FUTURE PROGRAMMING

The content of Chapter 5 for the 2023-2025 timeframe will be developed in the following period and will be based on the analysis of secondary and primary data. A significant contribution to this final phase of the Ex-Post Analysis is expected from the planned workshops with representatives of the working group, where information will be validated and additional data collected.

## Annex 1: Stakeholder List

|  |  |
| --- | --- |
| **Key stakeholders** | Leading implementers of measures and activities within the e-Government Programme and the accompanying Action Plan:   * Ministry of State Administration and Local Self-Government * Office of the Prime Minister of the RS * Office for Information Technologies and e-Government |
| **Direct stakeholders** | Implementers of measures and activities within specific objective 2 and 3:   * Republic Secretariat for Public Policies * Ministry of Trade, Tourism and Telecommunications * Ministry of Justice * Ministry of Finance * Notary Chamber of Serbia * Ministry of Construction, Transport and Infrastructure   Institutions and organisations gathered in the Working Group for ex-post analysis of the e-Government Programme:   * Ministry of Education, Science and Technological Development * Ministry of Environmental Protection * Ministry of Mining and Energy * Ministry of Interior * Ministry of Foreign Affairs * Ministry for European Integration * Ministry of Culture and Media * Ministry of Family Care and Demography * Ministry of Labour, Employment, Veterans and Social Affairs * National Academy for Public Administration * Judicial Academy * Chamber of Commerce * Agency for Business Registers * Republic Geodetic Authority * National Alliance for Local Economic Development (NALED) * Center for European Policies (CEP) * Standing Conference of Cities and Municipalities (SCTM) |
| **Indirect stakeholders** | * State administration bodies * Local governments * Citizens * NGO * Business and IT sector * Donor organisations |

## Annex 2: List of Respondents

| # | Name and surname of the respondent | Function | Institution |
| --- | --- | --- | --- |
| 1 | Svetlana Jovanovic | Senior advisor for e-administration | Office of the Prime Minister |
| 2 | • Pranavera Kastrati  • Tanja Maraš | • Senior expert in economic and digital connectivity  • Digital connectivity expert | Regional Council for Cooperation (RCC) |
| 3 | Dragana Ćurčija Gligorijević | Senior project manager | German Development Agency (GIZ) |
| 4 | • Olivera Damjanović • Slaven Bukarica | • Programme Manager  • Programme assistant | Regional School for Public Administration (ReSPA) |
| 5 | • Egle Rimkuta  • Nick Thijs | • Senior Policy Advisor, SIGMA/OECD Manager for Serbia  • Senior Policy Advisor - Service Delivery | SIGMA/OECD |
| 6 | • Slobodan Marković  • Tijana Kolundzija | • Advisor for digital transformation (Digital advisor)  • Project Manager - Digital Transformation for Development | United Nations Development Programme (UNDP) |
| 7 | Ana Djilas | Head of ICT Group - Judicial Co-ordination and Management IS | Ministry of Justice |
| 8 | Danilo Roncevic | Director | Personnel Management Service of the Government of the Republic of Serbia (SUK) |
| 9 | •Danka Garić  • Sonja Rakić  • Blazo Filipović | • Assistant Director - Digital Transformation Sector  • Assistant Director - Development Sector  • Head of the Department for Analytics and Project Monitoring | Republic Geodetic Institute (RGZ) |
| 10 | Dragana Ilić | Corporate Director | CETIN |
| 11 | • Ljiljana Uzelac  • Dara Gravara | Head of the Department for Public Administration Reform and e-Government  Head of the Department for E-Government Development Support | Ministry of Public Administration and Local Self-Government, Serbian-Korean Information and Access Center (SKIP Center)/ MPALSG |
| 12 | Milan Vojvodic | Head of the Department for Information Security and Electronic Business | Ministry of Trade, Tourism and Telecommunications |
| 13 | Ninoslav Kekić | Assistant Director - Quality Assurance Department for public policies | Republic Secretariat for Public Policy (PPS) |
| 14 | •Olja Music  • Aleksandra Danilović  • Neđeljko Ćalasan  • Dragan Ignjatović | • Assistant Director - Department for Dissemination and Integration of Administrative Resources  • Head of the User Support Group  • Head of the Group for the Development of an Integrated System of Registers  • Department for International Cooperation and European Integration | Republic Institute of Statistics (RZS) |
| 15 | Siniša Barjaktarević | Head of the Records Management and IT Group | National Academy of Public Administration (NAJU) |
| 16 | Staniša Grković | System administrator | Ministry of Labour, Employment, Veterans and Social Affairs |
| 17 | • Zoran Mišić  • Ana Šarenac    • Dragana Živković Jovanović | • Deputy director  • Assistant Director - Sector for the Development of Information Technology and Electronic Administration  • Head of the Services Group | Office for Information Technologies and Electronic Administration |
| 18 | • Mileva Jonić  • Sanja Djukic | • Cabinet of directors  • Adviser in the media registry | Agency for Business Registers |
| 19 | Jelena Bojović | Director | Center for the Fourth Industrial Revolution |
| 20 | • Marina Dražić  • Aleksandar Marković | • Assistant Minister - Sector for Registers and Local Self-Government  • Head of the Department for Registers and Local Self-Government | Ministry of State Administration and Local Self-Government |
| 21 | Miloš Djindjic | Programme Manager and Senior Researcher | Center for European Policies (CEP) |
| 22 | Dusko Sivcevic | Assistant to the Head of the Sector for Analytics, Telecommunications and Information Technologies | Ministry of Internal Affairs (MUP) |
| 23 | Nemanja Nenadic | Programme Director | Transparency Serbia |
| 24 | Nenad Antonijević | Head of the implementation unit for the EDGE project at the Office for ITE | Office for ITE |
| 25 | Ana Milovanovic | Regulatory reform specialist | National Alliance for Local Economic Development (NALED) |
| 26 | • Marko Tomasevic  • Jelena Mihajlović Tanasijević | • Programme director for the local self-government system  •Head of the Department for Local and Economic Development | Standing Conference of Cities and Municipalities (SKGO) |
| 27 | • Gordana Predić  • Radovan Živković  • Miodrag Bogunović | • Head of ICT department  • Co-ordinator of the development of the project center of social and economic activities  • Head of ICT, lecturer at NAJU | • Čukarica city municipality  • City Municipality of Mediana, Nis  • City administration, Zrenjanin |
| 28 | Srdjan Svirchev | Senior specialist for the public sector, leader of the EDGE project team | World Bank (WB) |
| 29 | Jadranka Božović | Administrative inspector | Ministry of State Administration and Local Self-Government |
| 30 | • Aytug Goks   • Vandana Menon     • Rebecca King | • Community Leader, Regional Strategies, Europe  • Head of Government Affairs for the Center for the Fourth Industrial Revolution Network, Geneva  • Engagement Lead | The World Economic Forum (WEF) |
| 31 | Edna Karadza | SEED+ Project Manager | Central European agreement on free trade in the Balkans(CEFTA) |
| 32 | Andreja Gluščević | Open Data Co-ordinator | Office for ITE |

## Annex 3: Structure of ex-post analysis methodology

**Relevance**

Coherence

Effectiveness

General (strategic) goal

Special objective

Influence

Results at the outcome level

Literature review

***Primary data***

Semi-structured interviews / Workshops

***Secondary data***

Horizontal aspects

Inputs

Results at the output level

Activities

Efficiency

**Impact and sustainability**

## Annex 4: Interview guide

Semi-Structured Interview Questions:

1. Can you introduce yourself, your organisation and your role in this organisation?
2. Were you involved in the programming and/or implementation of the e-Government Development Programme 2020-2022?
3. Do you use it when planning activities in this area?
4. How do you evaluate the management and co-ordination of the implementation process of the e-Government Development Programme?
5. Do you think that the implementation is appropriately designed to improve the digital transformation of the RS public administration ecosystem?
6. What could be done to ensure the sustainability of the achieved effects in the following period?
7. What are the key areas and priorities that would need to be integrated into the next Programme 2023-2025?
8. Do you use it when planning and implementing activities in this area?
9. In the field of management and co-ordination, how do you evaluate the entire process of AP implementation?

**Relevance**

1. What would you single out as the key priorities of the e-Government Development Programme in the period 2020-2021?
2. To what extent do the goals defined in the e-Government Development Programme correspond to existing priority needs?
3. Are you familiar with the extent to which the e-Government Development Programme recognised the priorities and needs of citizens during planning and programming?
4. To what extent is the e-Government Development Programme aligned with the needs and priorities of the Republic of Serbia and relevant strategic documents (RDU Strategy, Artificial Intelligence Development Strategy, Open Government Partnership, Action Plan for the Implementation of the Government Programme, etc.)?
5. How did the different roles of the institutions involved in the e-Government sector in the Republic of Serbia affect the implementation of the e-Government development Programme?
6. Is the Programme (goals, measures, activities) relevant considering the sudden changes caused by the Covid-19 crisis? Did Covid-19 affect the planning, programming and implementation of the e-Government Development Programme in Serbia and how (eg new areas of intervention that affected implementation or changes in priorities and needs)?
7. What factors influenced the response and resilience elements of the system (e.g. orientation to predictions in the pre-programming period, etc.)?
8. Are the planned activities that were abandoned still relevant?

**Effective and efficient solutions and results**

1. Did the implementation of the e-Government Development Programme proceed as expected in the 2-year period (2020 and 2021)?
2. To what extent have the objectives been achieved? How far is the e-Government Development Programme from completion?
3. Were the engaged resources sufficient to achieve the results?
4. Did and how much did each intervention/action of the e-Government Development Programme contribute to the achievement of results?
5. What are the main results and outcomes of the implementation of the e-Government Development Programme between 2020 and 2021? Did the international aid Programmes contribute to its implementation?
6. Is the implementation of the e-Government Development Programme appropriately designed to improve the digital transformation of the RS public administration ecosystem?
7. Were there any obstacles that prevented the successful implementation of the e-Government Development Programme? Are risks anticipated and mitigated? If they are still current, what do you suggest as a modality of overcoming them in the coming period?
8. What (positive and negative) changes have occurred?
9. Have major/significant changes been achieved within the specific objectives of the Programme and if so, what are these changes?
10. Which activities would you single out as the most successful and which as unsuccessful? Where do you see the reasons for success/failure?
11. Were horizontal issues (gender equality, ecology, etc.) sufficiently included in the e-Government Development Programme and its implementation?
12. What can be done to improve the level of accessibility of public services and the involvement (co-creation, co-design, co-production) of all partners?
13. What are the key lessons learned that could be used to optimise results at the end of the e-Government Programme implementation?
14. Do you think that progress has been achieved with the implementation of the e-Government Development Programme? Where do you see the most progress?
15. What is the likelihood of continued long-term benefits from the implementation of the e-Government Development Programme? What could be done to increase the continuation and sustainability of these effects?
16. What are the key areas and priorities that would need to be integrated into the next Programme 2023-2025?

## Annex 5: List of relevant documents

* Government of Republic of Serbia. 2018. Law on e-administration and by-laws. Belgrade.
* Government of Republic of Serbia. 2021. Decision on the formation of the Council for Public Administration Reform. Belgrade.
* Government of Republic of Serbia. 2021. Regulation on office operations of state administration bodies. Belgrade.
* MPALSG. 2019. External evaluation of the Public Administration Reform Strategy in Serbia. Belgrade.
* MPALSG. 2019. Rulebook on the manner in which authorities perform inspection, acquisition, processing and transmission, i.e. submission of data on facts that are kept in official records from registers in electronic form, and which are necessary for decision-making in administrative proceedings. Belgrade.
* MPALSG. 2021. Resolution on the formation of interdepartmental project groups for co-ordination and monitoring of the implementation process of the Public Administration Reform Strategy in the Republic of Serbia for the period from 2021 to 2025. Belgrade.
* MPALSG. 2021. Implementation of the Action Plan of the Public Administration Reform Strategy 2018-2020: three-year review. Belgrade.
* MPALSG. 2021 Annual report for 2020 on the implementation of the Action Plan for Public Administration Reform (2018-2020). Belgrade.
* MPALSG. 2021 Public Administration Reform Strategy (2021-2030). Belgrade,
* MPALSG. 2021 Action Plan of the Public Administration Reform Strategy (2021-2025). Belgrade.
* League T. and a. Kmecl. 2021. [Implementation of the Law on General Administrative Procedure on](https://www.sigmaweb.org/publications/Implementation-laws-administrative-procedure-SIGMA-2021-Serbian.pdf) [Western Balkans](https://www.sigmaweb.org/publications/Implementation-laws-administrative-procedure-SIGMA-2021-Serbian.pdf). SIGMA Papers, No. 62, OECD Publishing, Paris,
* Regional School of Public Administration (ReSPA). 2018. [A Comparative Study of the Provision](https://www.respaweb.eu/25/research#quality-in-public-administration-and-service-delivery-7) of [Services in the Western Balkans](https://www.respaweb.eu/25/research#quality-in-public-administration-and-service-delivery-7). Danilovgrad.
* EC. 2021. [Progress Report](https://ec.europa.eu/neighbourhood-enlargement/serbia-report-2021_en). Serbia.
* SIGMA OECD 2021. [Monitoring Report for Serbia](https://www.sigmaweb.org/publications/monitoring-reports.htm).
* World Economic Forum. 2022. [Centers for the Fourth Industrial Revolution](https://www.weforum.org/centre-for-the-fourth-industrial-revolution).
* Regional Council for Cooperation. 2021. [Regional Interoperability and Trust Services](https://www.rcc.int/download/docs/Regional%20Interoperability%20and%20Trust%20Services_final.pdf/4a898accb232bfc1d90daeabd63e10fb.pdf)

## Annex 6: Gantt Chart for the Evaluation of the e-Government Development Programme 2020-2022

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **DELIVERABLES** | **DEC 2021** | **JAN 2022** | **FEB 2022** | **MAR 2022** | **APR 2022** | **MAY 2022** | **JUN 2022** | **JUL 2022** | **AUG 2022** |
| **1. Acquaintance with available documents and interested parties, agreement on a detailed work plan** |  |  |  |  |  |  |  |  |  |  |
| **1.1. Minutes from the introductory meeting** | **Minutes** |  |  |  |  |  |  |  |  |  |
| **1.2. Work plan with clear deadlines for activities and results** | **Schedule** |  |  |  |  |  |  |  |  |  |
| **2. Designing and conducting an independent evaluation of the current e-Governance Program, with a focus on relevance and results** |  |  |  |  |  |  |  |  |  |  |
| **2.1. Methodology for the evaluation of the e-Government Development Program (2020-2022), including guidelines for interviews and other relevant data collection instruments;** | **Methodology for evaluation of the e-Government Programme** |  |  |  |  |  |  |  |  |  |
| **Secondary data sources** |  |  |  |  |  |  |  |  |  |  |
| **2.1.1. Introductory research** |  |  |  |  |  |  |  |  |  |  |
| **Primary data sources** |  |  |  |  |  |  |  |  |  |  |
| **2.1.2. Interviews with the selected target audience** |  |  |  |  |  |  |  |  |  |  |
| **2.1.2.1. Consultative meetings with interested parties** |  |  |  |  |  |  |  |  |  |  |
| **2.1.3. Focus groups** |  |  |  |  |  |  |  |  |  |  |
| **2.1.4. Survey** |  |  |  |  |  |  |  |  |  |  |
| **2.2. Introductory meeting with members of the working group** | **Meeting with RG (discussion on methodology)/ received inputs** |  |  |  |  |  |  |  |  |  |
| **2.3. Data collection, analysis and final assessment report with findings and recommendations;** | **Data collection and co-ordinated analysis** |  |  |  |  |  |  |  |  |  |

| **Activity** | **DELIVERABLES** | **DEC**  **2021** | **JAN**  **2022** | **FEB**  **2022** | **MAR**  **2022** | **APR**  **2022** | **MAY**  **2022** | **JUN**  **2022** | **JUL**  **2022** | **AUG**  **2022** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Final draft of the evaluation report** |  |  |  |  |  |  |  |  |  |
| **Discussion with RG (confirmation of draft evaluation report)** |  |  |  |  |  |  |  |  |  |
| **Finalisation of the assessment report (taking into account new inputs received during the working group)** |  |  |  |  |  |  |  |  |  |
| **3. Support to MPALSG and a special working group in formulating the upcoming program and its elements** |  |  |  |  |  |  |  |  |  |  |
| **3.1. Overview of new elements of the e-Government Development Program and AP and reports on consultations with MPALSG, ITE and other interested parties;** | **New elements of the e-Government Development Program and AP - overview** |  |  |  |  |  |  |  |  |  |
| **3.2. Consultation and quality assurance with MPALSG and ITE** | **Report(s) on consultation with MPALSG, ITE and other stakeholders** |  |  |  |  |  |  |  |  |  |
| **3.3. Advice on policies and input on the content of documents that appear at different stages of the consultation process; organisation of mentoring and training sessions; designed and organised workshops;** | **-Policy advice on the content of emerging documents**  **- Number of designed and organised workshops**  **- Number of held mentoring and training sessions** |  |  |  |  |  |  |  |  |  |
| **3.3. Report on the lessons learned from the audit of the e-Government Programme.** | **Final report (evaluation report and new AP draft)** |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **DELIVERABLES** | **DEC 2021** | **JAN 2022** | **FEB 2022** | **MAR 2022** | **APR 2022** | **MAY 2022** | **JUN2022** | **JUL 2022** | **AUG 2022** |
| **3.3.1. Preparation of the Final Report** | **Final evaluation report** |  |  |  |  |  |  |  |  |  |
| **3.3.2. Creation of a (new/revised) Programme** | **Draft (new / revised) Programme** |  |  |  |  |  |  |  |  |  |
| **3.3.3. Creating a report on lessons learned** | **Lessons Learned Report** |  |  |  |  |  |  |  |  |  |

## Annex 7: Evaluation Matrix

Legend

|  |  |
| --- | --- |
| **Overall objective** |  |
| **Target** |  |
| **Measure** |  |
| **Activity** |  |
| **Indicator** |  |
| **Relevant measures, activities and indicators** |  |
| **No data on the implementation** |  |
| **Irrelevant measures, activities and indicators** |  |
| **Verify the data accuracy** |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Overall objective 1: Development of an efficient and user-centric administration in a digital environment  Achievement of indicators: 55% achieved, 45% not achieved | | | | | |
| Name of indicator | Baseline value (2019) | Target value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress |
| EU benchmark of the e-Government (%) | 37 (2019) | 43.75 | 49.16 - 51.75 | 50 | e-Government Benchmark Report for 2021 <https://digital-strategy.ec.europa.eu/en/library/egovernment-benchmark-2021> shows that the RS has made moderate progress in the area of e-Government development. |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Specific objective 1.1. Development of e-Government infrastructure and ensuring interoperability  Responsible entity: ITE Office  Achievement of indicators: 67% achieved and 33% not achieved | | | | | Relevance | | | |
| Specific objective is relevant for the coming period | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of public authorities using centres for storing and managing data in production, i.e. in operational use (number) | 37 | 71 | 95 - 100 | 97 | | Moderate progress within the planned values. The opening of DC Kragujevac has contributed to progress. | 150 | It is necessary to intensify efforts to achieve the planned progress- 150. |
| Number of LSGs using centres for storing and managing data in production, i.e. in operational use | 0 | 168 | 20 | 170 | | 170 LSGs operationally use centres for storing and managing data. | 45 | Cover all LSGs and increase the quality of use of state infrastructure through IaaS and Telehousing services |
| Number of services downloading data from the Central Population Register | 0 | 1 | 5 | 4 | | Central Population Register has been established. | 10 | In 2022, it is planned that a further 10 services will use data from the Central Population Register |

| Measure 1.1.1 Establishment of the State Data Management and Storage Centre in Kragujevac - Data Centre Kragujevac and improvement of the State Data Management and Storage Centre in Belgrade - Data Centre Belgrade  Responsible entity: ITE Office | | | | Relevance | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| This measure is relevant for the coming period | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of registers migrated into the data centre (Number) | 0 | 55 | 35 | 83 | The progress achieved exceeds the planned values of the indicators. A prerequisite for the functionality of data centre is the migration of data from the corresponding registers to the data centres | 50 |  |
| Number of software solutions migrated into the data centre (Number) | 0 | 100 | 25 | 144 | The necessary software harmonisation was carried out and the migration of 144 software solutions was realised in 2020 and 2021, thus exceeding the target value many times over. | 40 | Migration of the remaining software solutions |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
| --- | --- | --- | --- | --- | --- | --- |
|
| 1.1.1.1: Adoption of by-laws regulating the infrastructure for data management and storage | MPALSG | completed | Decree on the maintenance and upgrading of data storage and management centres was adopted. | Creation of the legal framework | Rules for DC maintenance, upgrading and management | / |
| 1.1.1.2: Preparation of the Analysis of options for the operational management of the Data Centre Kragujevac and adoption of the best option | ITE | completed | An analysis of the options for the operational management of the Data Centre Kragujevac was prepared. The preparation of an analysis for the operational management of the Data Centre Kragujevac ensured alignment with the strategic priorities of RS. | Improvement of the operational management of DC  The activity has been completed and is no longer relevant | Improving e-Government legal framework | / |
| 1.1.1.3: Development of the initial migration plan and assessment of the readiness for migrating applications to the cloud | ITE | completed | The epidemic has slowed down the activities focusing on the development of the migration plan. System migration is ongoing according to the system owner's capabilities and plans. | Migrations of applications to the cloud.  The activity has been completed, but is still relevant in terms of the migration process. |  | Migration of applications to the cloud in accordance with the migration plan |
| 1.1.1.4: Construction of facilities 1 and 2 of the Data Centre Kragujevac and equipping with rack cabinets | ITE | ongoing | Facility 1 has been completed and officially put into trial operation. Construction works of the facility 2 have begun. | Harmonisation with the infrastructural priorities of the DC establishment. | Facility 1 has been constructed and is in use | Construction of the facility 2 |
| 1.1.1.5: Initial equipping of the facility 1 Data Centre Kragujevac with ITC equipment | ITE | ongoing | DC has been initially equipped and is ready for Telehousing . | The initial equipping of facility 1 at the DC Kragujevac led to an alignment with infrastructure priorities. | Facility 1 of the DC Kragujevac equipped for Telehousing | The activity will be extended until the Q1 of 2023 |
| 1.1.1.6: Establishment of a cloud platform in the Data Centre Kragujevac with a cloud management solution | ITE | ongoing | The pandemic has impact on the implementation of activities and plans. The activity has not been completed, since the conversion of the foreign currency funds of the WB loan has not been executed. | Harmonisation with technical and technological priorities.  The activity is very relevant and its implementation is recommended. | / | The deadline for the implementation of this activity was the 1st quarter of 2022 |
| 1.1.1.7 Migration of the Information Systems of Authorities to the Cloud (Data Centres) | ITE | Ongoing | Funds have not been secured (70 million of RSD - (planned to be secured from donations)  the 4th quarter of 2022 |  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Measure 1.1.2: Improvement of the Unified Information and Communication Network of Electronic Government  Responsible entity: ITE Office | | | | Relevance | | | | |
| This measure is relevant for the coming period | | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Percentage of local self-governments connected to JIK networks (%) | 0 | 96,55 | 60 | 95 | The percentage of LSGs connected to the JIK network gradually increased from 2020, while the target was exceeded in 2021. | | Target value for 2022 (85) has been exceeded. | Connect all remaining LSGs to JIK |
| Number of established redundant hubs in Belgrade (Number) | 0 | 12 | 3 | 40 | Target value for 2021 | | 5 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
| --- | --- | --- | --- | --- | --- | --- |
|
| 1.1.2.1: Development of conceptual and technical solutions to improve the management of the JIK network (procedures, monitoring, configuration, information security aspects) | ITE | completed | A conceptual and technical solution has been developed to improve the management of the JIK network, resulting in higher availability, accessibility and faster resolution of challenges. The development of the JIK network of public authorities has been carried out to ensure secure communication and data exchange. . | Improvement in the management of the JIK network.  The activity has been completed and is no longer relevant. | Effective implementation of the JIK network management process. | It is recommended that this activity be reworded as Development of a conceptual and technical solution to improve JIK network management (procedures, monitoring, configuration, information security aspect). |
| 1.1.2.2: Establishment of NOC (Network Operation Centre) | ITE | ongoing | Establishment of the NOC has provided a central location where IT teams can continuously monitor the performance and health of the network. In this context, the NOC will serve as the first line of defence against network failures and disruptions. | Ensuring the security of the e-Government network. | The 1st phase has been completed; the NOC has been established in the DC Kragujevac | In the second phase, the NOC must be set up for the entire network.  A new date has been set for the completion of the 2nd phase: the 3rd quarter of 2022. |
| 1.1.2.3: Establishment of redundant nodes in Belgrade | ITE | ongoing | A procurement assessment report has been prepared.  Lengthy approval procedures for specifications led to postponement of deadlines. | Compliance with the technical and technological framework was ensured by setting up redundant hubs in Belgrade. |  | The measure will be implemented by the 1st quarter of 2023  All hubs should be redundant by 2025. |
| 1.1.2.4: Improving the domain infrastructure in all institutions that are part of e-Government | ITE | completed | The domain infrastructure has been improved and better accessibility and availability of Microsoft collaboration services has been achieved, which was particularly important during the pandemic and the massive amount of work done by staff from home. | Compliance with the technical and technological framework is ensured through the establishment of the domain infrastructure in all authorities that are part of e-Government.  The activity has been completed, but is still relevant. | Unhindered electronic communication between related actors/organisations is enabled. | Continuous improvement of the e-Government domain infrastructure is necessary. |

| Measure 1.1.3: Establishing unified Register Office and e-Archive and integration with the existing system  Responsible entity: ITE Office | | | | Relevance | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| This measure is relevant for the coming period | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of entities that primarily use e-Registry Office | 0 | 0 | 30 | 0 | Although it was predicted that by 2021, 30 public authorities would be using the e-Registry Office and 50 software solutions would be integrated into it, the e-Registry Office has still not been set up within the specified deadline due to unsecured funding. In accordance with the Decree on the Office Operation, the Register Office has become operational on 1 February 2022. | 60 |  |
| Number of authorities which existing software solutions have been integrated into the e-Registry Office and the e-Archive | 0 | 0 | 50 | 0 |  | 80 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
| --- | --- | --- | --- | --- | --- | --- |
|
| 1.1.3.1: Adoption of regulations on office business | MPALSG | completed | The Decree on the Office Operation of State Administration Authorities regulates the area of office operation in a modern way, following the application of new ICT and systems (e-Registry Office software solutions, DMS and e-Archives) to improve the work of the RS public authorities with citizens and the business community. | Harmonisation of the legal and regulatory framework with the technical and technological priorities of the office operation of state authorities  The activity has been completed and is no longer relevant | Improvement of the work of the RC authorities with citizens and businesses has been ensured |  |
| 1.1.3.2: Establishment of a unified Register Office with e-Maintenance and integration with e-Delivery and e-Archive and other systems | ITE | ongoing | The Register Office commenced operations on 1 February 2022 | With the establishment of an e-Registry Office, e-Delivery and e-Archives, the work of the public administration will be completely digitalised. | The receipt, production and storage of electronic documents has been made possible. | The new deadline is the 2nd quarter of 2024. The activity is proposed in the revised AP 2023-25. |
| 1.1.3.3 Establishment of a document management system in the Ministry of Defence and the Serbian Armed Forces (software-hardware platform in an internal computer environment) | MD | no data | Funds have not been secured (RSD 510 million)  It has been planned to secure funds from donations  the 4th quarter of 2022 |  |  |  |

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| Measure 1.1.4: Development of other joint (shared) IT services for the needs of public administration  Responsible entity: ITE Office | | Relevance | | | | | |
| This measure is relevant for the coming period | | | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of authorities integrated into the collaboration system (%) | 5 | 12 | 25 | 35 | Value indicator was exceeded in 2021. | 40 | According to the plan, another 50 LSGs will be added to the the UIS CRM system in 2022 |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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|
| 1.1.4.1: Improving the functionality of electronic payment on the e-Government Portal (for the collection of all fees, i.e. fees collected together as part of the provision of a service, with the collection of a single transaction fee and without the need to present proof of payment | ITE | ongoing | Functionality has been improved. The system is in the testing phase in order to eliminate possible bugs, after which it will go into production. . | The improvement of the e-payment functionality of the portal enabled e-commerce compliance.  The activity has been completed and is no longer relevant. | Increasing the effectiveness of e-Payment and e-Business. | / |
| 1.1.4.2: Implementation of the obligation to use the domains gov.rs and упр.срб for all e-Government authorities | ITE | ongoing | This is a continuous activity. Currently 415 gov.rs domains and 88 упр.срб domains are in use. .. | Alignment with the Law on Electronic Government (Article 42).  The activity has been completed and is no longer relevant. | Establishment of e-mail addresses of authorities in electronic administrative procedures. |  |
| 1.1.4.3: Improvement of the service for the use of authorised officials' e-mail accounts (technological improvement) | ITE | ongoing | This is a continuous activity. There are currently 12.352 active e-mail accounts. . | Alignment with the Law on Electronic Government (Article 42).  The activity has been completed and is no longer relevant. | Establishing a service for the use of e-mail accounts of authorised officials (technological improvement) in electronic administrative procedure |  |
| 1.1.4.4: Improve the use of the collaborative system in public administration | ITE | completed | e-Consultation Portal has been launched <https://ekonsultacije.gov.rs/>  https://ekonsultacije.gov.rs/. | Alignment with the Law on Electronic Government (Article 42).  The activity has been completed, but is still relevant. | Improving the use of the collaborative system in public administration in electronic administrative procedures. | Continue to improve the e-Consultation Portal and the use of other collaborative systems. |

| Measure 1.1.5: Architecture design and Platform implementation to support the development and use of e-Government services Responsible entity: ITE Office | | | | | Relevance | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| It is proposed that activity 1.1.5. be deleted and that activity 1.1.5.1: Establish Metaregister to ensure interoperability in e-Government be moved to Measure 1.1.6. Establish new and improve existing registers and records in electronic form to support the development of e-Government services | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of realised e-Government services | 5 | 0 | 130 | 196 | Despite the pandemic, the resilience of the RS IT system has ensured the implementation of 196 e-Government services in 2021. | The provision of **200** e-Services is planned for 2022. |  |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
|
| 1.1.5.1: Establish Metaregister to ensure interoperability in e-Government | ITE | ongoing | Harmonisation of the required technical specifications. The process of approving the specifications is underway. . | Compliance with the interoperability framework.  **The activity is not relevant and it is proposed to move it to measure 1.1.6.** |  | The new deadline is the 2nd quarter of 2024. The activity is proposed in the revised AP 2023-25. |

| Measure 1.1.6: Establish new and improve existing registers and records in electronic form to support the development of e-Government services  Responsible entity: ITE Office | | | | | Relevance | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Measure is relevant for the coming period.  It is proposed to include activity 1.1.5.1 Establish Metaregister to ensure interoperability in e-Government and add an indicator: Number of entered registers into the Metaregister. | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Percentage of registers established in the total number of registers covered by the measure (%) | 10 | 35 | 60 | 60 | Of the planned 9 registers covered by the measure, 35% were established in 2020, while the target for 2021 was reached with 60% of the registers established. | 85 |  |
| Number of bodies using data from registers (number) | 300 | 320 | 3.000 | 321 | The number of authorities that on a daily basis exchange data electronically using service bus exceeded the target for 2020, while the number decreased significantly in 2021. | 4.000 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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|
| 1.1.6.1: Design of a software solutions and establishment of the Central Population Register (data migration) | ITE | completed | On 20 November 2020, the Central Reporting Registry became operational. | Compliance with the technical and technological priorities required for updating data on citizens and their use by state bodies and institutions. | The functionality of the Population Register has been unlocked so that citizens can view their data through the e-Government Portal and know what data is being used by state authorities and institutions. |  |
| 1.1.6.2: Establishment of an up-to-date Address Register (improvement of the software solution and input of missing data) and the Register of Spatial Units | RGA | completed | It is possible to obtain data on streets and house numbers for the territory of RS. Electronic access to records with alphanumeric and geographic data on spatial units as well as historical data is possible. | Alignment with technical and technological priorities.  The activity has been completed and is no longer relevant. | An up-to-date Address Register as well as a Register of Spatial Units has been established. |  |
| 1.1.6.3: Establishment of Social Welfare IS SOZIS (establishment of a hardware-software platform, development of a software solution, migration of data from the databases of the Centres for Social Work and the MLEVSA database and introduction to operational work) | MLEVSA | completed | The activity has been completed. The system was put into operation on 9 December 2021. | Harmonisation with technical and technological priorities.  The activity has been completed and is no longer relevant. | Full functionality, access and use of data from Social Welfare IS (SOZIS). | Full implementation is expected after integration with the state e-Registry Office and migration of all data from Centres for Social Work in 2022. |
| 1.1.6.4: Establish a Unified Social Card Register (develop a software solution, connect, download and unify data from the registers of state agencies and make it operational) | MLEVSA | ongoing | The Law on Social Card was passed with a delay, and has become effective as of March 2022. | Alignment with technical and technological priorities.  The activity is still relevant. |  | Develop a technical specification for a software solution. |
| 1.1.6.5 Improvement of the Property Register - Real Estate Cadastre (unification of local databases, improvement of software, provision of user access to all data and updating of data | RGA | Ongoing | Project Improvement of property management in the RS - WB Credit  the 4th quarter of 2022 |  |  |  |
| 1.1.6.6 Establishment of an electronic registration system in the BRA status registers (replacement of the CORE system to carry out the registration procedure, migration of existing and implementation of new registers, integration with other e-Government systems and improvement of interoperability) | BRA | No data | International assistance project  the 3rd quarter of 2022 |  |  |  |
| 1.1.6.7 Digitization of the Register of Agricultural Farms (e-Agrar) | Ministry of Agriculture |  | No funds have been secured  Project loan contracting in progress.  the 4th quarter of 2022 |  |  |  |
| 1.1.6.8: Improvement of veteran-disabled protection IS | MLEVSA | ongoing | It was implemented due to the lack of funds for this purpose in 2021. | Alignment with technical and technological priorities.  The activity is still relevant. |  | Transfer the activity to AP 2023-2025. |
| 1.1.6.9: Transfer the activity to AP 2023-2025. | MLEVSA | ongoing | There were no expected amendments to the Law on Financial Support for Families with Children, which would be a reason for improving the system. | Alignment with technical and technological priorities. |  | Adopt necessary by-laws and implement corresponding changes in the application software for the calculation and payment of entitlements. |

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| Measure 1.1.7: Establishing a unified Public Register of Procedures  Responsible entity: Public Policy Secretariat of the Republic of Serbia | | | | | Relevance | | |
| This measure is relevant for the coming period  **It is proposed to delete measure 1.1.7 if phase 3 - a publicly available register with all administrative procedures for citizens - is implemented by the end of 2022.** | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Public Register of Administrative Procedures has been put into production (1 - Register has been set up, 2 -Publicly available register containing all administrative procedures for businesses, 3 -Publicly available register containing all administrative procedures for citizens) | 0 | 0 | 2 | 2 | A unified Register of Administrative Procedures has been established [(euprava.gov.rs)](https://rap.euprava.gov.rs/privreda/home) where all administrative procedures for the business are included. Listing/mapping of 1.948 administrative procedures for citizens carried out by 111 state administration authorities has been carried out. | Publicly available register containing all administrative procedures for citizens  Adoption of the Decree on the Functioning and Determination of Data Entered in the Register |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
| --- | --- | --- | --- | --- | --- | --- |
|
| 1.1.7.1: Preparation of the Draft Law that will regulate the establishment and functionality of the Register | PPS | completed | Law on the Register of Administrative Procedures has been adopted. | Ensure legal and regulatory support for the establishment of the Register.  The activity is no longer relevant. | Full functionality of the Register has been established. | / |
| 1.1.7.2: Adoption of by-laws based on the law regulating the establishment and functioning of the Register | PPS | ongoing | PAR envisaged new deadline for this activity. PAR activity 1.5.1.1. - deadline the 3rd quarter of 2022. | Ensure legal and regulatory support for the establishment of the Register.  The activity is still relevant. |  | The Decree on the Functioning and Determination of Data Entered in the Register is expected to be adopted by the end of 2022, when the process of listing of administrative procedures for citizens will also be completed. |
| 1.1.7.3: Development of a software solution for the Portal of the Register of Administrative Procedures | ITE | completed | The software solution has been developed and is in the testing phase. It will go into production after the identified bugs have been fixed. . | Provision of technical and technological support for the establishment of the Register of Administrative Procedures  The activity has been completed and is no longer relevant. | Full functionality of the Register has been established. |  |
| 1.1.7.4: Mapping and registration of administrative procedures for citizens at the republican level in the Register | ITE | not initiated | COVID-19 pandemic. Work on conversion of foreign currency funds of the WB loan is accelerated. |  |  | A new date for completion of the activity has been set, the 1st quarter of 2022. |
| 1.1.7.5: Detailed list of 150 administrative procedures for citizens at republic level | ITE | not initiated | COVID-19 pandemic. Work on conversion of foreign currency funds of the WB loan is accelerated. |  |  | A new date for completion of the activity has been set, the 2nd quarter of 2022. |
| 1.1.7.6: Simplification of 50 selected administrative procedures for citizens at the republic level | ITE | has not been initiated | COVID-19 pandemic. Work on conversion of foreign currency funds of the WB loan is accelerated. |  |  | By the end of 2022, the list of administrative procedures for citizens will be completed. A new deadline for the completion of the activity has been set, the 2nd quarter of 2022. Optimisation will be carried out for 50 procedures, 30 of which will be digitised. |
| 1.1.7.7: Detailed listing of all remaining administrative procedures for citizens at the republic level | PPS | ongoing | 1.948 administrative procedures for citizens conducted by 111 public administration bodies have been mapped. A listing of 150 procedures that have been prioritised has begun. By the end of 2021, 101 administrative procedures were entered in the Register. | Administrative support for the digitisation of the remaining administrative procedures for citizens at the level of the Republic has been provided. |  | According to the Law on the Register of Administrative Procedures, 1 January 2023 is prescribed as the deadline for completing the list of administrative procedures for citizens. |

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| Measure 1.1.8: Improving public administration human resources to establish and apply information technologies in e-Government  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of public administration employees certified for ITIL (Number) | 0 | 0 | 60 | 0 | No progress. | 100 | It is suggested to either delete the indicator or insert an activity: ITIL certifications. |
| Number of classified and filled jobs for IT officers in the public administration (0 - 1 out of 100, 1 - 1 out of 75, 2 - 1 out of 50, 3 - 1 out of 25) | 0 | 595 | 2 | 866 | Number of classified and filled jobs for IT officers in the public administration significantly exceeded the set target values for both 2020 and 2021. | 1 in 65 at LSG level, 1 in 25 at the public administration level |  |
| Number of classified and filled jobs for IT officers in the local self-government units (Number) | 0 | 210 | 2 | 210 | Data for this indicator is collected biannually. According to the 2020 data, there are 210 classified jobs for IT officers in 98 LSGs, and most of them are filled. 13 out of 98 LSGs have no classified IT jobs at all. Some LSGs have contracted private companies to provide ICT services. | Continuation of trainings for working in a digital environment. |  |
| Number of civil servants trained to work in a digital environment compared to the total number of civil servants employed by the public administration authority, i.e. the LSGs (Number) | 50 | 600 | 75 | 1.161 | In 2021, NAPA conducted 48 training sessions in the area of e-Government and digitalisation. 1.161 staff/trainees took part in the trainings. | Continuation of trainings for working in a digital environment. |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
| --- | --- | --- | --- | --- | --- | --- |
|
| 1.1.8.1: Producing an analysis of the public administration's need for IT profiles and staff for IT project management and a proposal for a sustainable system for managing these personnel within the public administration | MPALSG | not initiated | The activity was not realised as donor funds were not made available... | Co-ordination of institutional needs to strengthen the internal capacity of staff (with IT profiles) through the preparation of a needs assessment.  The activity is still relevant. |  | Due its importance, the implementation of this activity is proposed in the revised AP for the period 2023-25. |
| 1.1.8.2: Conduct IT staff training | NAPA | ongoing | NAPA conducts continuous training for IT staff. | Co-ordination of institutional needs to strengthen the capacity of IT staff in relevant knowledge and skills (IT sector).  The activity is still relevant. |  | Continue with training sessions |
| 1.1.8.3: Development of pilot online courses in e-Government for civil servants on the NAPA platform | ITE | completed | Pilot online courses in e-Government for civil servants at NAPA platform have been developed. NAPA prepares training plans, schedules and conducts training, keeps records, issues certificates, etc. | Harmonisation of priorities for capacity building of civil servants in e-Government through electronic communication (e-Platform).  The activity is still relevant. | Improvement of accessibility of e-Government courses and increasing the number of potential participants using the e-Platform. | Continue the activity by updating online courses |
| 1.1.8.4 Conduct training for government employees on the tasks of providing e-Services in public administration by working in information systems | ITE | no data | Project EDG  (for 30 digitised procedures under the project).  The activity is funded by the Enabling Digital Governance Project, implemented by the RS with the support of the WB. Data on the amount of funding is publicly available at: <http://documents.worldbank.org/curated/en/147451554736280651/pdf/Serbia-Enabling-Digital-Governance-Project.pdf>  the 4th quarter of 2022 |  |  |  |
| 1.1.8.5: Conducting training for staff in public authorities on the tasks of prescribing procedures and their implementation through software solutions | ITE | completed | 1 training session was conducted in the form of a webinar with 48 participants for listing administrative procedures. The first report was approved. The development of the operational framework is underway. Training was conducted by NAPA as part of their training programme. . | Adaptation and contextualisation of the training content and format (according to specific needs).  The activity is still relevant. | Application of acquired knowledge and skills in the function of prescribing procedures and their implementation through software solutions | Continue with training sessions |
| 1.1.8.6 Conduct training for public administration officials on the application of information security procedures prescribed in the Law on Personal Data Protection | ITE | no data | EDG project. The activity is funded by the Enabling Digital Governance Project, implemented by the RS with the support of the WB. Data on the amount of funding is publicly available at: <http://documents.worldbank.org/curated/en/147451554736280651/pdf/Serbia-Enabling-Digital-Governance-Project.pdf>  the 3rd quarter of 2022 |  |  |  |
| 1.1.8.7: Strengthening the capacity of ITE (management, development and control function) | ITE | completed | The capacity of the ITE Office has been strengthened in the areas of customer service, infrastructure improvement, establishment of new IS, services, information security, etc. . | Linking the training theme to identified institutional needs.  The activity is still relevant. | Increasing the efficiency and effectiveness of work at the short-term, medium-term and long-term levels by focusing training on management, development and control functions. | Strengthening the management, development and control capacity of the ITE Office. |
| 1.1.8.8: Preparation of an analysis to enhance the capacity of LSGs to implement e-Government for the purpose of forming ICT service/co-ordination centres to support the establishment and enhancement of e-Government for the local government groups | MPALSG | not initiated | The activity was not implemented as donor funds were not made available. | Considering situational context to strengthen capacity in e-Government at LSG level  The activity is still relevant. | Effective formation of support ICT service/co-ordination canters through human capacity strengthening on the basis of LSG capacity strengthening needs analysis. | Due to the importance of implementation, this activity is proposed in the revised Programme and AP for the period 2023-2025. |

| Measure 1.1.9: Improving information security and standards  Responsible entity: ITE Office | | | | | Relevance | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Percentage of authorities which have an established and functional information security system and which meet information security standards (adopted Enactment on information security and adopted disaster recovery plan) in relation to the number of regular and unplanned inspection controls carried out on an annual basis (Number) | 10 | 100 | 85 | 85 | 185 authorities have established a functioning information security system and met information security standards. | 100 | To ensure information security, it is necessary that all authorities comply with information security standards.  **It is proposed to change the indicators: set absolute (number), not relative (%) values.** |
| The number of ICT information security tests conducted in state administration and local government (number) | 15 | 0 | 60 | 0 | The responsibility of the national CERT is prescribed by the Law on Information Security, which does not regulate the responsibility for testing ICT information security in state administration and local self-government. Therefore, not a single testing has been conducted and not a single report on testing of information security of ITC systems has been submitted to the National CERT. | 100 | Amendments to the Law on Information Security and conduct testing.  **Verify the indicator baseline value (2019).** |
| Number of civil servants that have completed cyber exercises (Number) | 50 | 32 | 150 | 112 | Number of civil servants that have completed cyber exercises during 2020 and 2021 is 144. | 200 | **Verify the baseline value for 2019 and the achieved one in 2020.** |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
| --- | --- | --- | --- | --- | --- | --- |
|
| 1.1.9.1: Issuing expert recommendations for the protection of ICT systems of public administrations, including the application of standards for disaster recovery and continuity of operations of public authorities | ITE | completed | The ITE Office has adopted the set of rules on how and what to do to protect personal data, which includes continuity of work. The Policy on the procedure for restoring service after a disruption was also adopted. | Alignment with the legal and regulatory framework.  The activity in not relevant. | Functional establishment of IT security. | / |
| 1.1.9.2: On the basis of the application of the technical recommendations from Activity 1.9.1, proposing amendments to the Decree on the Closer Regulation of Measures for the Protection of ICT Systems in the part that refers to public authorities | ITE | completed | On the basis of the application of the technical recommendations from Activity 1.9.1, proposing amendments to the Decree on the Closer Regulation of Measures for the Protection of ICT Systems in the part that refers to public authorities. As the ITE Office has already adopted two documents regarding this area (rules and guidelines), the preparation of a new document was abandoned. . | Alignment with the legal and regulatory framework.  The activity in not relevant. | Functional establishment of the IT security. | / |
| 1.1.9.3 Setting up an information security laboratory and a training centre for ICT information security testing | ITE | ongoing |  | Setting up an information security laboratory and training centre for ICT information security testing.  The activity is of great importance. |  | Due to the importance, the implementation of this activity is proposed in the revised Programme and AP for the period 2023-25. |
| 1.1.9.4: Develop a plan for organising cyber exercises to improve ICT security | ITE | ongoing |  | Develop a plan for organising cyber exercises to improve ICT security.  The activity is relevant. |  | Due to the importance, the implementation of this activity is proposed in the revised Programme and AP for the period 2023-25. |
| 1.1.9.5: Establishment of SOC and CERT | ITE | ongoing | Technical specification is being drafted. | Alignment with the organisational and institutional framework in the field of ICT security.  The activity is of great importance. |  | A new deadline is 2nd quarter of 2023. Activity will be proposed as a part of the revised Programme and AP for the period from 2023-25. |

| Target 1.2: Specific objective 1.2:  Responsible entity: MPALSG  Indicator achievement level 36% achieved and 63% not-achieved values | | | | | Relevance | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Specific objective is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of court files and writs in proceedings before judicial authorities and judicial professions served unique electronic mailbox to businesses and natural persons (Number) | 0 | 0 | 10.000 | 4.148 | Target value has not been achieved.  E-Justice uses the e-Court application, where registered users have their own unique e-mailbox. E-Court is currently only used in the Administrative Court. With regard to e-Delivery, analyses and amendments to the legal framework are currently being carried out | 20.000 | Additional efforts need to be made to enable courts to communicate electronically with citizens. |
| Number inspection entities’ records served on companies and natural persons in a single electronic mailbox (Number) | 0 | 1.700 | 2.000 | 15.879 | The indicator target value for 2022 (3.000) was significantly exceeded. Access to the authorities' information systems was provided for the competent inspectorates and the  [e-Inspector (einspektor.gov.rs)](https://einspektor.gov.rs/) software solution was implemented. | / |  |

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| Measure 1.2.1: Harmonization of the legal framework with regulations governing electronic government and electronic business  Responsible entity: MPALSG | | | | | Relevance | | |
| It is proposed to delete the measure 1.2.1. and to define a new measure relating to the analysis of the compliance of the regulations with the Law on e-Government | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| The percentage of harmonised regulations with general e-Government and e-Business regulations in relation to the previously identified number of regulations that need to be harmonised (%) | 0 | 0 | 50 | 64 | It concerns the number of enactments the Department for Unified and Electronic Government has issued an opinion from the point of view of the general regulation governing e-Government. | 100 | If the Measure is amended in accordance with the proposal, the indicator thus defined can only be retained after an analysis of compliance. |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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| 1.2.1.1 Harmonisation of regulations with the Law on e-Government | MPALSG | no data | No funds are needed.  the 1st quarter of 2022 |  |  |  |

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| Measure 1.2.2: Establishment of inspection control over the quality of electronic service delivery  Responsible entity: MPALSG | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| The number of inspection controls carried out by the competent inspections using electronic tools (UI and IIB) | 0 | 315 | 50 | 736 | The values of the indicators were exceeded many times over. The Administrative Inspectorate uses e-Inspector software solutions to carry out inspections. | 100 |  |
| The number of public authorities at central, AP and LSG level that use electronic government procedures and whose electronic systems are open for the purposes of inspection control by the Administrative Inspectorate | 0 | 350 | 1.000 | 525 | The target value has not been achieved. The inspection was given access to two special software solutions used by MPALSG and all LSGs in the implementation of the Unified Voters List update and register maintenance process. | 2.000 |  |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
|
| 1.2.2.1: Development of checklists for monitoring the implementation of regulations in the field of e-Government | MPALSG | completed | A checklist has been developed for the area governed by the Law on e-Government. | Strengthening of monitoring mechanisms.  The activity is no longer relevant. | Standardisation and modernisation of processes. |  |
| 1.2.2.2: Providing access to the information systems of the competent inspection authorities for carrying out inspection controls using the e-Inspector software solution | ITE | completed | Connecting with the Central Register of Mandatory Social Security - CROSO. | The Administrative Inspectorate uses modern technologies in its work.  The activity is no longer relevant. | Number of inspections has increased. | It is necessary to impose the obligation to use the e-Inspector software tool. |

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| Measure 1.2.3: Establishing a mechanism to correct and update data entered in the registers and to monitor the use of personal data  Responsible entity: ITE Office | | | | | Relevance | | |
| It is proposed to delete Measure 1.2.3 and move the activities pertaining to 1.2.3.3 into Measure 1.3.1 | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of official records holding personal data that citizens can access electronically via the authority's service bus to check accuracy and up-to-datedness (Number) | 0 (2020) | 13 | 70 | 19 | The target value has not been achieved.  There is a need to continue the technical improvement of records containing personal data to enable citizens to access them to verify the accuracy of the data. | 150 |  |
| Number of requests submitted via the e-Government Portal for correction of incorrect data in official records that are available in electronic form (number) | 0 (2020) | 394 | 150 | 1.097 | There is a clear trend of an increase in the number of requests for correction of incorrect data submitted via the e-Government Portal. | 100 |  |
| Number of requests submitted to the authorities to correct incorrect data in official records that are available in electronic form (Number) | 0 (2020) | 394 | 20 | 1.097 | Requests submitted electronically via the e-Government portal | 10 |  |
| Number of requests for a report on the use of electronically available personal data during the activities of public authorities (Number) | 0 (2020) | 0 | 50 | 0 | The activity "Ensuring the functionality of the e-Government Portal for monitoring the processing of personal data" was abandoned because no funds were allocated. | 100 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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|
| 1.2.3.1: Development of functional and technical specifications and implementation of a technical solution that allows the user of the e-Government Portal to view all data stored about him/her, to monitor their processing and to submit an electronic request for their correction | ITE | completed | With the creation of the Central Population Register and its putting into operation, users of the e-Government Portal will be able to view all the data stored about them and submit an electronic request for their correction. . | Up-to-datedness and control of personal data  The activity in not relevant. | Improving the use and protection of personal data |  |
| 1.2.3.2: Establish a mechanism to automatically notify the authority responsible for management of the original data to initiate the process to change data in the event of a request for correction of inaccurate data | ITE | completed | A mechanism to automatically notify the authority responsible for the management of the original data has been implemented. | Technical and technological harmonisation of the notification mechanism.  The activity in not relevant. | Digitisation of processes (saving time, reducing random errors, reducing costs). |  |
| 1.2.3.3: Ensuring the functionality of the e-Government Portal for monitoring the processing of personal data | ITE | abandoned | Funds have not been secured. | Harmonisation with the once only principle.  The activity in not relevant. |  | **Consider its implementation in the AP for 2023 - 2025 under Measure 1.3.1 Upgrading e-Government Portal and other software solutions.** |

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| Measure 1.2.4: Ensuring effective protection of the rights of e-Government users in judicial proceedings  Responsible entity: Ministry of Justice | | | | | Relevance | | |
| Measure is relevant for the coming period.  A new activity is proposed: Upgrading the e-Court application with the aim of enabling use by all courts | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of court proceedings to be instigated electronically (Number) | 4 | 4 | 15 | 4 | No progress has been made considering that the e-Court application, intended for electronic communication with the court, is only used at the Administrative Court. | 20 |  |
| The percentage of courts in relation to the total number of courts that receive briefs and evidence electronically (Number) | 2,6 | 2,6 | 40 | 2.6 | Administrative Court and Appellate Courts receive briefs and evidence electronically, and the digitisation of Commercial Courts has been postponed because of to pandemic. The prerequisite for this is the amendment of legal provisions (Code of Judicial Procedure and Civil Procedure Law). | 60 |  |
| The percentage of courts in relation to the total number of courts that ex official accede data in electronic records required for the conduct of proceedings and adjudication (%) | 90 | 100 | 100 | 100 | Everyone has the access to the Judicial Information System. | 100 | **Value in the amount of 100% has been achieved and the indicator is no longer relevant** |
| Number of courts in relation to the total number of courts trained to work in the digital environment (Number) | 0 | 173 | 180 | 180 | During the pandemic, judges took part in online training courses in which they were trained in the use of distance learning software and in the use of the case law databases of the European Court of Human Rights. | / |  |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
|
| 1.2.4.1: Including mandatory training for judicial office holders in the Training Programme of the Judicial Academy in order to acquire digital skills in e-Government and e-Business | MJ | completed | Digital skills are an integral part of the annual JA Training Programme adopted by the Programme Council. | Setting up a coherent link between the need for institutional strengthening and the creation of critical mass in the area of knowledge and skills through the introduction of compulsory training.  The activity in not relevant. | Digital transformation of the JA has been improved. |  |
| 1.2.4.2: Conducting trainings for employees of the judiciary in the use of electronic documents and data in electronic files, as well as systems through which electronic proceedings are conducted | JA | not initiated | The activity was not carried out because the funds were not made available and the additional complicating circumstance was the pandemic. | Matching institutional needs with improving individual knowledge and skills.  The activity is relevant. | Creating conditions for effective working in a digital environment. | Consider its implementation in the AP for 2023–2025. |
| 1.2.4.3: Preparation of an analysis for harmonisation of the Court Rules of Procedure and procedural laws with the LES and the LEG, including the need to impose the obligation to download data, i.e. to consult data in electronic records and registers kept by public administrative bodies in evidentiary proceedings, by holders of judicial functions and expert witnesses | MJ | completed | The analysis conducted formed the basis for the work of working groups preparing amendments to the Court Rules of Procedure and the Civil Procedure Law in order to adapt procedural rules to the process of digital transformation. | Legal and regulatory harmonisation.  The activity in not relevant. | Creating the conditions for effective action in the digital environment |  |
| 1.2.4.4: Harmonization of regulations in line with the analysis referred to under 2.4.3 | MJ | ongoing | A proposal to amend the Court Rules of Procedure and a proposal to amend the Civil Procedure Law in order to harmonise it with the Law on Electronic Government and the Law on Electronic Signatures has been prepared. . | Legal and regulatory harmonisation.  The activity is relevant. | Creating conditions for efficient operations in digital environment | Adoption of proposals to amend the Court Rules Procedure and Civil Procedure Law |
| 1.2.4.5: Identifying the educational needs of judicial office holders and employees in the judiciary | JA | completed | The JA conducts an annual training needs assessment analysis of programme users, which is an important source of data for developing a priority list, improving the quality of existing training and developing new ones. | Harmonisation of the human resource policies.  The activity in not relevant. | Full complementarity of training and functional needs of judicial office holders and judicial employees is made possible. |  |
| 1.2.4.6: Development and adoption of a training curricula for 2021 | JA | completed | The Annual Programme of Continuous Training for 2021 has been prepared. Training programme of the JA is available at <https://www.pars.rs/sr/strucno-usavrsavanjе> | Harmonization of identified capacity building needs and formalisation of a systematic approach through the adoption of training programmes.  The activity in not relevant. | Establishing a systematic approach to strengthen human resources and influence work performance. |  |
| 1.2.4.7: Conducting training in accordance with the adopted Programme | JA | not initiated | Funds have not been secured. | The activity is relevant. |  | Consider its implementation in the AP for 2023–2025. |

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| Measure 1.2.5: Improving the legal framework and practise of the use of electronic signatures and electronic seals in public administration  Responsible entity: ITE Office | | | | | Relevance | | |
| **If no new activities are proposed, it is proposed to delete measure 1.2.5.** | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of qualified e-stamps issued (target 10,000), first year 10%, second year 30%, third year 60% | 0 | 15 | 3.000 | 60 | The low achievement of the indicators is a consequence of the low awareness of the institutions as well as the legal framework and the existence of a software solution on the e-Government Portal for the electronic submission of requests for approval of the content and appearance of the e-Stamp. | 2.000 | Improve awareness and promote the use of electronic stamps.  **Maintain the indicator at the measure level.** |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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| 1.2.5.1: Adoption of the by-law on office operation, which will regulate the use of electronic signatures and electronic seals | MPALSG | abandoned | Developing a software solution for e-Registry Offices to enable the implementation of the new Decree on Office Operations. | Strengthening legal certainty in the use of e-Government services.  The activity in not relevant. | Faster and easier operation of PA  Service delivery has been improved. | / |
| 1.2.5.2: Enabling the use of e-Signature and e-Seal in e-Government | ITE | completed | The ITE Office has been certified to issue signatures in the cloud and the use of e-Seal and e-Signature within e-Government services is enabled. | The activity in not relevant. | Delivery of e-Services has been improved. |  |

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| Measure 1.2.6: Delivery in e-Government has been improved.  Responsible entity: ITE Office | | | | | | Relevance | | | | | |
| Measure is not relevant for the next period  It is proposed to delete measure 1.2.6. | | | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | | Target value (2021) | Achieved value (2021) | Reasoning for the progress | | Target value for 2022 and the comment | | Possible next steps | |
| Number of activated electronic mailboxes of business entities and legal entities ( Number ) | 0 | 12.931 | | 40.000 | 19.261 | A moderate progress has been made. | | 150.000 | |  | |
| Number of activated electronic mailboxes of citizens (Number) | 0 | 320.000 | | 320.000 | 787.110 | The value of the indicator has been exceeded many times over. | | 640.000 | |  | |
| Activity | Responsible entity | Status | Reasoning for the progress | | | | Relevance | | Effectiveness (effective solutions and results) | | Possible next steps | |
|
| 1.2.6.1: Preparation of an analysis of the procedural laws and other special rules on service with recommendations for harmonisation with the provisions on electronic service in the Law on Electronic Government, with recommendations for amendments and a proposed Government Conclusion on harmonisation in accordance with the recommendations | MPALSG | completed | Recommendations were made to improve the legal framework and specific proposals were made to amend 15 regulations. For example, the Law on Companies was amended to introduce mandatory registration of businesses in the e-Government Portal, which encouraged further development of e-Delivery, as well as the Law on Registration Procedure in BRA, which, among other things, introduces delivery to e-mailboxes for registered users of the e-Government Portal. | | | | Legal certainty in the use of e-Government services has been improved.  The activity in not relevant.  . | | Promote the further development of e-Delivery | |  | |
| 1.2.6.2: Adoption of Rulebook on the conditions for qualified electronic delivery services | MTTT | completed | Rules on the conditions for qualified electronic delivery services and the content of the acknowledgement of receipt has been adopted. | | | | Provision of e-Services has been improved.  The activity in not relevant. | |  | |  | |
| 1.2.6.3: Improving e-Delivery in e-Government - implementation of e-Delivery in procedures for registration of property rights, delivery of tax assessments, inspection control procedures, and other actions | ITE | completed | So far, e-Delivery has 12 users: 9 authorities and 3 IS. | | | | The activity in not relevant. | |  | |  | |

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| Target 1.3: Increase of e-Government accessibility to citizens and businesses by improving client service  Responsible entity: ITE Office  Indicator achievement level 57% achieved and 43% not achieved | | | | | Relevance | | |
| Specific objective is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and comments | Possible next steps |
| EU e-Government Benchmark - dimensions Key enablers (Index points) | 24 (2018) | 28 | 42 - 45 | 43 | The indicator related to key enablers has a slightly lower value (43%) than the European average (65.2%) and is directly related to the degree to which the 4 technical prerequisites are available online, i.e. electronic identification (e-ID), electronic documents, authentic sources and digital mail. | 54 |  |
| EU e-Government Benchmark – dimension User centricity (Index points) | 68 (2018) | 70 | 76 | 78 | The user centricity indicator, with a score (78%) slightly below the European average (88.3%), shows the extent to which the service and information about it are provided online (offline service (0), only information about the service available online (50) %), fully online (100%)) | 82 |  |

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| Measure 1.3.1: Improving e-Government Portal and other software solutions  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of services at the e-Government Portal (Number) | 20 | 140 | 100 | 196 | Most of the services set up are for citizens, including the latest services related to the Covid 19 pandemic. The latest services on the portal (https://euprava.gov.rs/) | 300 |  |
| Number of active users of services at the Portal (Number) | 300.000 | 320.000 | 1.000.000 | 1.150.576 | <https://euprava.gov.rs/> | 1.500.000 |  |
| Share of level-four sophistication services available on the Portal compared to the total number of electronic services on the e-Government Portal (%) | 0 | 26 | 40 | 26 | <https://euprava.gov.rs/> | 80 |  |
| Percentage of users with positive experience using services through the e-Government Portal (%) | 0 (2020) | 93 | 70 | 70 |  | 90 |  |
| E-Government Portal’s functionality harmonised with accessibility standards (%) | 0 (2020) | 70 | 70 | 70 |  | 90 |  |
| Number of services provided annually through the e-Government Portal | 0 | 1.100.000 | 2.000.000 | 2.253.547 | Growth in the number of services offered via the e-Government Portal and the impact of the pandemic | 3.500.000 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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|
| 1.3.1.1: Establishing a mechanism to measure user experience on the e-Government Portal (development of a Methodology to analyse user experience on the e-Government Portal, conducting an analysis and establishing a mechanism) | ITE | ongoing | The Methodology was developed was developed in April 2021. The measurement mechanism has not yet been established due to a change in funding sources. . | Strengthening participation.  Improving the quality of service delivery  The activity is relevant. | Development of e-services. | A new date has been set for the completion of the setting up the mechanism - the 2nd quarter of 2023 |
| 1.3.1.2: Establishment of e-Signature and e-Seal in the cloud, e-Identification and two-factor identification (multi-factor identification) of users of e-Government services (and involvement of public authorities) | ITE | completed | Two-factor identification is in production, as is a qualified electronic certificate and signature in the cloud <https://cloud.eid.gov.rs/> | Improvement of the Portal and software solutions.  The activity in not relevant. | Legal certainty and efficiency in the use of electronic services has been increased |  |
| 1.3.1.3 Connection of other authentication systems (Tax Administration, BRA, CROSO, portals in the area of judiciary and other systems of state authorities, but also systems used in the economy - e.g. banks) with the identity management system (identity network) | ITE | ongoing | No funds are required.  the 4th quarter of 2022 |  |  |  |
| 1.3.1.4: Ensuring the availability of public administration e-Services on all platforms (mobile devices) | ITE | completed | E-services can be accessed on all platforms via a web browser. . | Improvement of the Portal and software solutions.  The activity is relevant. | Availability of e-Services has been increased | A dedicated app for smartphones and tablets will be completed by the end of the 2nd quarter of 2022. |

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| Measure 1.3.2: Standardisation and optimisation of e-services in order to improve customer service  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Percentage of standardised and optimised services out of 100 selected (%) | 0 | 27 | 50 | 29 | With the introduction of new e- services for business on the e-Government Portal through the e-Paper Programme, 56 fully digitised procedures for issuing permits, licences and approvals are available to business people in the RS, while 54 are ready for production. | 100 | It is expected that the projected value will be achieved during 2022 and the process of standardisation and optimisation of services in line with the e-Paper proposal will continue during the period 2023-2025. |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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|
| 1.3.2.1: Development of functional specifications for proposals to amend regulations to streamline procedures related to life events | ITE | abandoned | Activities were not implemented as funds were not made available | Improvement of the e-Government Portal and e-Services.  The activity is relevant. | Optimisation | It is proposed to integrate the activities into the new 2023-2025 AP. |
| 1.3.2.2: Digitise 100 selected procedures for business at the national level and post them on the e-Government Portal (creation of e-services) | ITE | ongoing | In the course of 2021, the configuration of the remaining procedures and the training of the authorities was completed. Registration on the tenant of professional users was implemented, a new server for stamping was configured. Integration with NEA was completed and 2 of their services were announced. In addition, 20 NBS/Securities Commission services were configured and published. . | Digitisation.  The activity is relevant. | Improvement of the system of electronic services on the E-portal |  |
| 1.3.2.3: Optimise all procedures for business at the national level through the e-Paper project | PPS | ongoing | By the 3rd quarter of 2021, 235 administrative procedures were optimised and 13 abolished, resulting in savings of €33 million. | Improving the work and transparency of the PA.  Process standardisation and optimisation.  The activity is relevant. |  | Preparation of the final report on the optimisation of administrative procedures for business in the period 2018-2021 and the preparation of a new e-Paper Programme and AP for the period 2023-2025. |
| 1.3.2.4 Publication of 20 services for citizens on the e-Government Portal; | ITE | Completed | EDG project. The activity is funded by the e-Government Improvement Project, which the RS is implementing with WB. Data on the amount of funding is publicly available at: <http://documents.worldbank.org/curated/en/147451554736280651/pdf/Serbia-Enabling-Digital-Governance-Project.pdf>  the 2nd quarter of 2022. |  |  |  |

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| Measure 1.3.3: Provision of support to e-Government users  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Percentage of services that provide support through a helpdesk (%) | 5 | 0  Implementation of Measure 1.3.3 is envisaged for 2021 | 80 | 29 | Support is offered for 29 services, but not via the helpdesk, but by e-mail. | 100 | Change the indicators and set absolute values instead of relative values |
| Percentage of resolved help-desk user requests compared to the number of submitted requests (%) | 80 | 0 | 90 | 85 | Contact centre has been established | 99 |  |
| Percentage of services with data on user satisfaction (%) | 0 | 0 | 80 | 0 | no data | 100 |  |
| Percentage of services where users rated positively the support they received (%) | 0 | 0 | 70 | 0 | no data | 100 |  |
| Percentage of users who rated positively their satisfaction with e-Government services (%) | 0 | 0 | 80 | 0 | no data | 100 |  |
| Percentage of services for which case monitoring is possible | 0 | 0 | 80 | 0 | The activities related to this indicator have been abandoned. | 100 |  |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
|
| 1.3.3.1: Establishment of a contact centre to support citizens and the economy | ITE | completed | A contact centre has been established and the first phase has been completed. Harmonisation of the necessary technical specifications and the pandemic have resulted in delays in implementation. | Improving service delivery.  The activity has been completed but is still relevant. | Effectiveness and reliability in the use of e-Services | Phase 2 will be initiated in 2022 and completed by the end of 2023. A new date for the completion of Phase 2 has been set for the 4th quarter of 2023. |
| 1.3.3.2: Development of a methodology for measuring user satisfaction with public services | ITE | completed | The methodology for measuring user experience on the e-Government Portal was developed in April 2021. . | Improving service delivery.  The activity is relevant. | Citizen and business satisfaction. | According to the PARS, the activity will be implemented by the end of 2022. |
| 1.3.3.3: Establishment of a mechanism for measuring user satisfaction with public services | ITE | ongoing | The methodology for measuring user experience on the e-Government Portal was developed in April 2021. According to the PARS, the activity will be implemented by the end of 2022. | Improving service delivery.  The activity is relevant. | Citizen and business satisfaction. | The mechanism for measuring user experience on the e-Government Portal is planned for the 2nd quarter of 2023. |
| 1.3.3.4: Ensure functionality of the e-Government Portal to monitor the status of cases | ITE | ongoing | No funds have been secured.  It will be implemented as part of the e-Registry Office project. | Transparency and improvement of work in the PA.  The activity is relevant. | Effective government. |  |

| Measure 1.3.4: Affirmation of e-Government (raising awareness of civil servants and citizens on the importance of digitisation and increasing trust in e-services)  Responsible entity: ITE Office | | | | | Relevance | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of employees using e-Government infrastructure (Number) | 100 | 100 | 1.000 | 10.000 | Number of civil servants using the e-Government infrastructure is difficult to assess, because most of them use e-Government. According to the data published so far, e-ZUP IS has been used by more than 10,000 civil servants [www.ite.gov.rs/tekst/80/ezup.phpb](http://www.ite.gov.rs/tekst/80/ezup.phpb) | 2.000 | It is proposed to reformulate the indicator. |
| Number of citizens who use unique mailboxes (Number) | 0 | 224.000 | 10.000 | 787.110 | The value of the indicator has been exceeded many times over. | 100.000 |  |
| Number of video instructions compared to the number of new e-services, or IS (Number) | 1 | 10 | 20 | 3 | No progress has been recorded. | 40 |  |
| Number of businesses using the unique mailboxes compared to the total number of businesses (Number) | 0 | 10 | 1.000 | 395 | Moderate progress. | 3.000 |  |
| Number of posts on social networks per annum (number) | 500 | 862 | 700 | 800 | Indicator value exceeded. | 800 | It is proposed to cancel this indicator. |
| Number of posts on web portal per annum (Number) | 300 | 363 | 400 | 1.844 | The values of the indicators were exceeded many times over. | 500 | It is proposed to cancel this indicator. |
| Number of announcements on social media accounts posted annually (Number) | 200 | 244 | 240 | 449 | The values of the indicators were exceeded many times over. | 240 | It is proposed to cancel this indicator. |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
|
| 1.3.4.1 Development and application of a methodology for change management in the field of e-Government | ITE | no data | EDG Project  The activity is funded by the Enabling Digital Governance Project, implemented by the RS with the support of the WB. Data on the amount of funding is publicly available at the following link: <http://documents.worldbank.org/curated/en/147451554736280651/pdf/Serbia-Enabling-Digital-Governance-Project.pdf>  the 4th quarter of 2022 |  |  |  |
| 1.3.4.2: Development of the ITE communication strategy to promote e-services | ITE | abandoned | Change in focus due to pandemic | The activity is no relevant |  | Identify target audiences, define messages and mechanisms to deliver messages as part of the ITE Office communication strategy. |
| 1.3.4.3: Implement the ITE communication strategy to promote e-services | ITE | abandoned | Change in focus due to pandemic | Activity is no relevant |  |  |

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| Measure 1.3.5: Implementation of one stop shop  Responsible entity: MPALSG | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of services with one stop shops set | 0 | 5 | 5 | 5 | Given that this is a pilot project, number of services is different. The most common services provided at one-stop shop counters are in the area of social protection, ownership issues and public enterprise services. | 8 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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| 1.3.5.1: Draw up a study on the possibilities of setting up one-stop-shop at national and local level, with recommendations on the criteria for selecting the services for which it will be used | MPALSG | abandoned | No funds have been secured. | One stop shop system.  The activity is of great importance. | Improvement of service provision. | It is proposed to implement the activity under the new 2023-2025 AP. |
| 1.3.5.2: Implementation of a pilot project for a one-stop-shop for LSGs in line with the recommendations of the study from Activity 1.3.5.1 | MPALSG | ongoing | To date, 14 one-stop shops have been established in the RS municipalities: Lazarevac, Šabac, Žitište, Smederevska Palanka, Bela Palanka, Sombor, Kruševac, Vlasotince, Uzice, Gornji Milanovac, Rača, Pirot, Kuršumlija and Stara Pazova. Contracts were signed for the implementation of one-stop-shops in 3 LSGs: Paraćin, Kosjerić and Topola. | Deconcentration of service delivery. | Setting up one-stop-shop.  Better organisation and provision of services at local level. | Continue with further implementation. |
| 1.3.5.3: Adoption of a by-law that more closely regulates the functioning of the one-stop-shop | MPALSG | ongoing | The WG to prepare the draft Decree has been formed. The reasons for the deviation from the planned deadline are the different levels of development of local self-governments, as the Decree aims to unify and standardise the process. | A more functional organisation of the public service delivery system.  Efficient public administration. | Unification and standardisation of processes. | Setting up a legal framework. |

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| Specific objective 1. 4. Data opening in the public administration  Responsible entity: ITE Office  Indicator achievement level 60% achieved and 40% not achieved | | | | | Relevance | | |
| Specific objective is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of datasets available at the Open Data Portal (Number) | 250 | 306 | 500 | 1.643 | <https://data.gov.rs/sr/> | 750 |  |
| Number of users of Open Data Portal (Number) | 500 | 1.051 | 1.000 | 1.498 | <https://data.gov.rs/sr/> | 1200 |  |

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| Measure 1.4.1: Ensuring the implementation of the legal framework for open data  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and comments comment | Possible next steps |
| Number of public authorities and other holders of public authority that share/publish open data on the Open Data Portal (Number) | 33 | 62 | 80 | 83 | <https://data.gov.rs/sr/> | 100 |  |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
|
| 1.4.1.1: Establish a special organizational unit in ITE for open data and the Open Data Portal so as to support institutions to open data in a machine-readable format and to ensure the sustainability of the open data initiative | ITE | completed | Within the ITE Office, a special organisational unit within the Digitisation Standards Sector has been formed under the name - Department of Quality of Electronic Services, Data and Data Protection. Department currently has only one job filled out. . | Improvement of transparency in the work of public administration.  The activity is relevant. | The ITE Office will be capacitated to support public administration institutions in opening up data. | Increase the number of staff and strengthen the capacity of the Department. |
| 1.4.1.2 Development of a methodology and standards for opening data with the definition of priority datasets | ITE | abandoned | The activity was not carried out because the funds were not made available and an additional complicating circumstance was the pandemic. | The activity is relevant. |  | To be planned within the new 2023-2025 AP. |
| 1.4.1.3 Supporting the work of the Open Data Working Group in establishing the annual programme for opening up public administration data, monitoring the implementation and supporting institutions in opening up data. | ITE |  | no data |  |  |  |

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| Measure 1.4.2: Improvement of Open Data Portal  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of machine-readable datasets published on the Open Data Portal and regularly updated (Number) | 0 | 2.194 | 2.800 | 5196 | <https://data.gov.rs/sr/>  The value of the indicator has been exceeded many times over. | 3.200 |  |

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| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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| 1.4.2.1: Development and publication of guidelines and tools to improve the quality of open data | ITE | abandoned | Funds have not been secured  1 million dinars - (donor funds have been planned).  A Guide for the standardised opening of the LSG budgets was developed from own resources. | The activity is relevant. | . | To be planned within the new 2023-2025 AP. |
| 1.4.2.2 Improvement of the Open Data Portal software solution: - automatic downloading of data; - application of tools to maintain the quality of datasets in order to achieve optimal functionality; - establishment of access to datasets created as part of the work of public authorities via API and other models, and input of statistical data (indicators, codebooks, classifications, geodata, etc.). | ITE | abandoned | Funds have not been secured  2 million dinars - (donor funds planned). | The activity is relevant. |  | Plan in the new 2023-2025 AP |

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| Measure 1.4.3: Support in using open data  Responsible entity: ITE Office | | | | | Relevance | | |
| This measure is relevant for the coming period | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of organised hackathons, datathons and Open Data Weeks (Number) | 0 | 1 | 0 | 1 | During the analysis, it was observed that the activities carried out within the ITE Office (Department of Quality of Electronic Services, Data and Privacy) in cooperation with UNDP were not recorded in the UIS, thus reducing the values of the indicators and not reflecting the actual situation. | 15 |  |
| Number of applications and software solutions launched owing to the use of open data (Number) | 8 | 26 | 15 | 35 | <https://data.gov.rs/sr/> | 20 |  |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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| 1.4.3.1 Analysis of ways to involve the private sector in the open data initiative; | ITE | abandoned | The activities were not carried out because the funds were not made available and an additional complicating circumstance was the epidemic. | The activity is relevant. | Strengthening economic activity | Plan in the new 2023-2025 AP |
| 1.4.3.2 Support civil society organisations and higher education institutions for projects based on the reuse and promotion of open data; | ITE | abandoned | Announced challenges for the open use of data from the transport and health sectors | The activity is relevant. |  | Plan in the new 2023-2025 AP |
| 1.4.3.3 Implementation of the activities within the framework of the Open Data Challenge | ITE | completed | The challenge was announced in February 2021, 3 solutions were awarded in March, including two from “Using Data to Improve the Management of Diabetes” and one from “Towards smarter cities with the help of open data”. | The activity continues to be of great importance. |  | Plan in the new 2023-2025 AP |
| 1.4.3.4 Implementation of activities in the framework of Open Data Week | ITE | completed | No events were organised in 2021 and 2022. | The activity continues to be of great importance. |  | Plan in the new 2023-2025 AP |
| 1.4.3.5 School of Open Data (for the public, private, civil, academic and media sectors) | ITE |  | Activities 1.4.3.3. as well as 1.4.3.4. were of particular importance in promoting the use of open data by addressing all target groups through media coverage. | The activity continues to be of great importance. |  | Plan in the new 2023-2025 AP |
| 1.4.3.6 Implementation of promotional activities | ITE | completed |  |  |  |  |

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| Measure 1.4.4: Introducing the concept “smart city”/e-City  Responsible entity: MPALSG | | | | | Relevance | | | |
| This measure is relevant for the coming period | | | |
| Name of indicator | Baseline value (2019) | Achieved value (2020) | Target value (2021) | Achieved value (2021) | | Reasoning for the progress | Target value for 2022 and the comment | Possible next steps |
| Number of cities/towns where “e-city” projects have been piloted (Number) | 0 | 0 | - | 0 | | Due to the circumstances caused by the pandemic, the deadline was no longer valid | 2 | Under the donor support of the Government of the Republic of Korea, the Korean Development Institute Project will create a pilot project by the end of 2022, which will give an idea of how the concept of smart cities can be implemented in Petrovac na Mlavi, Bečej and Šid. |

| Activity | Responsible entity | Status | Reasoning for the progress | Relevance | Effectiveness (effective solutions and results) | Possible next steps |
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| 1.4.4.1 Creation of a common platform to collect and publish data relevant to economic development at the local level in collaboration with LSGs | ITE | abandoned | The development of the platform requires close collaboration with LSGs. No funds were made available and an additional complicating circumstance was the pandemic. | The activity is of great importance. |  | In this situation, there is no plan to continue the activity. |
| 1.4.4.2: Preparation of an Analysis on the Provision of Infrastructure for the Establishment of Smart Cities and their Networking (cloud infrastructure), with an implementation proposal that includes an analysis on what services should be offered under the concept of smart cities | MPALSG | ongoing | The Korea Development Institute has produced an analysis with a proposal for implementation, which includes a proposal for services to be offered under the smart cities concept | Development of the concept of smart cities in the RS | Proposal for the implementation of smart cities |  |
| 1.4.4.3: Establishing a hardware-software environment for the services of all Smart Cities together with the supporting monitoring infrastructure (metrics, auditing, customer support system) | MPALSG | not initiated | Due to the circumstances caused by the pandemic, the deadline was no longer valid | Creating technical preconditions for smart cities.  The activity is relevant. | Infrastructure developed | Deadline has been postponed for 2022 Samsung, which is implementing the project together with the Korea Development Institute, will propose a hardware and software solution. |
| 1.4.4.4: Implementation of at least two pilot projects to apply the concept of smart cities (taking into account cultural, regional and other specificities) | MPALSG | ongoing | The project is being carried out in cooperation with the Korea Development Institute and the Samsung company in: Petrovac na Mlavi, Bečej and Šid.  Project will be implemented by the end of 2022. | Improvement of efficiency, better organisation and delivery of services at local level.  The activity is relevant. | Smart city concept has been piloted | Continue and expand cooperation with the Korea Development Institute on smart city projects. |
| 1.4.4.5 Development of a process for implementing e-Democracy to optimise the use of resources and improve services. | MPALSG | abandoned | No funds have been secured. | The activity is relevant. |  |  |