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| Republic of SerbiaMINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT |

**E-GOVERNMENT DEVELOPMENT PROGRAMME OF THE REPUBLIC OF SERBIA**

**FOR 2023-2025**

**AND ACTION PLAN FOR ITS IMPLEMENTATION**

*December 2022*

# I. INTRODUCTION

The legal basis for the adoption of the e-Government Development Programme is set out in Articles 14 and 38 of Law on the Planning System of the Republic of Serbia ("Official Gazette of the RS", No. 30/18), (hereinafter: LPS). The e-Government Development Programme of the Republic of Serbia for 2023-2025 (hereinafter: Programme) is a public policy document of the Government of the Republic of Serbia intended for the development of electronic government in the Republic of Serbia for that period.

The decision to plan public policy measures for the development of e-Government in a form of a programme as a specific public policy document is prescribed by Articles 14-15 of the LPS and adopted based on the Analysis on the format of public policy documents.[[1]](#footnote-1) The programme includes parts and sections in accordance with the Decree on the public policy management methodology, public policy and regulatory impact assessment and content of individual public policy documents ("Official Gazette of RS", No. 8/19), (hereinafter: the Decree).

The programme is a continuation of the reform activities in this area initiated with the e-Government Development Programme 2020-2022 and Action plan for its implementation (hereinafter: e-Government Development Programme 2020-2022), since the evaluation of the e-Government Development Programme 2020-2022[[2]](#footnote-2) indicated the relevance of all general and specific objectives of the mentioned programme and the need to develop a new Action Plan for 2023 -2025, together with the necessary amendments of the programme. Moreover, assuming the responsibilities of the holder of the public administration reform policy and implementation of the Programme, the Ministry of Public Administration and Local Self-Government (hereinafter: MPALSG) initiated the process of performance evaluation, i.e. evaluation of the e-Government Development Programme 2020-2022, focusing on its relevance and results. In that sense, ex-post analysis report (Hereinafter: ex-post analysis) of the e-Government Development Programme 2020-2022 can be found on this website address:  [https://mduls.gov.rs/wp-content/uploads/Izvestaj-o-ex-ante-analizi-Programa-razvoja-eUprave-06022020.pdf](https://mduls.gov.rs/wp-content/uploads/Izvestaj-o-ex-ante-analizi-Programa-razvoja-eUprave-06022020.pdf%22%20%5Ct%20%22_blank) and is relevant for the Programme, based on the fact that the objective/measures of the programme remained the same as the previous valid programme, in accordance with the recommendations of the ex-post analysis. MPALSG issued a decision establishing a Working Group for *ex-post* impact assessment, performance evaluation and amendments to the Programme and Action Plan for its implementation for 2023-2025[[3]](#footnote-3). Based on the findings of the *ex-post* impact assessment, the WG proposed amendments to the programme through the development of the Action Plan for the implementation of the same objectives and measures of the Programme for 2023-2025 (more information on the results and achievements in the implementation of the 2020-2022 Programme so far are available in the part [***IV. Current state of the e-Government in the Republic of Serbia and the results of the ex-post impact assessment of the e-Government Development Programme 2020-2022.***](#_4d34og8)

The Programme and Action Plan for its implementation for 2023-2025, envisage public policy measures of significant impact on the functioning of the entire public administration[[4]](#footnote-4), which is obliged to act in accordance with the Law on e-Government ("Official Gazette of the RS", No. 27/18). It will also affect all citizens and businesses. Care was taken to ensure continuity in achieving objectives and implementing measures for the development of e-Government, which were previously set out in the e-Government Development Programme 2020-2022. Furthermore, care was taken to ensure the consistency of the Programme with other public policy documents, as well as its compliance with assumed international and legal obligations (part [***III. Data on planning documents and legal framework relevant to the Programme***](#_2et92p0)). During the *ex-post* impact assessment of the e-Government Development Programme 2020-2022, it was concluded that the legal framework governing the field of e-Government was improved in the previous programming period, through changes, but also through the adoption of new regulations. The improved legal framework was taken as a starting point for programming activities in this area for 2023-2025.

Part [***V. Defining the planned change,***](#_2s8eyo1) presents the intended changes in the field of e-Government development, while part [***VI. Programme Objectives***](#_35nkun2), sets out the objectives that needs to be achieved in this area. In fact, the *Ex-post* Impact Assessment of the e-Government Development Programme 2020-2022 concluded that the digital transformation of public administration in the Republic of Serbia contributed to achieving progress in many segments of the public administration system, as well as to increasing efficiency, transparency, economy and accountability. During the implementation of the e-Government Development Programme 2020-2022, institutional, technical and human capacities for the absorption of new technologies were improved. Bearing in mind the achieved results and the impact, the *Ex-post* Impact Assessment Report of the e-Government Development Programme 2020-2022 confirmed that it is necessary to proceed with the implementation of the planned measures, as well as that the basic structure of the e-Government Development Programme 2020-2022, i.e. one general and four specific objectives, should not be changed in the following programming period of 2023-2025. Therefore, ***developing an efficient and user-centric government in a digital environment*** was confirmed to be a **general objective of the Programme**. Such a definition of the Programme's general objective enables the focus on public policy planning in this area on the development of efficient administration in service of the citizens, by establishing electronic services, which is also in accordance with the umbrella Strategy of Public Administration Reform in the Republic of Serbia for 2021-2030, with this Programme belonging to its "Service Provision” section, as well as the generally accepted principles of public administration development in all modern systems. The **specific objectives of the Programme** have been determined in accordance with the current state of development of e-Government, focusing on the key changes to be achieved during the Programme implementation, namely: ***Developing e-Government infrastructure and ensuring interoperability, Improving legal certainty in using e-Government, Increasing the availability of e-Government to citizens and businesses by improving customer services* and *Data opening in public administration.*** Part VII. titled [***VII. Programme Measures***](#_1y810tw) determines the public policy measures to be implemented for achieving these Specific Objectives. The measures were determined in response to the question of how the intended changes, that is, the objectives, will be achieved, and they are explained in more details by the results intended to be achieved by their implementation. Within this section, an approximation of the financial resources required for the implementation of each measure was given, together with implementation impact assessment on the budget. Performance indicators were determined at the measure level. The measures determined by the programme are elaborated through the Action Plan for the Programme implementation.

The programme also contains other elements prescribed by Article 56 of the Decree. The Programme implementation reporting method is determined under the section [***IX. Reporting Results Method.***](#_49x2ik5) During evaluation of performance and results of the e-Government Development Programme 2020-2022 implementation and in the course of planning the next programming period of 2023-2025, a consultative process was carried out, and elaborated under the section [***X. Information on Conducted Consultations and Public Debate***](#_3o7alnk). A large number of measures determined by the programme are aimed at improving the legal framework for the smooth development of e-Government. The regulations that need to be amended in accordance with the Programme are enumerated in the section ***XI. Regulations that need to be adopted or amended in accordance with the recommendations resulting from the ex-post Impact Analysis of the e-Government Development Programme 2020-2022.***

The MPALSG is responsible for the development of the Programme and its main partner is the Office for Information Technologies and e-Government (hereinafter: the ITE). The Ministry of Justice has significantly contributed to the programming of measures to achieve the specific objective: *Improving legal certainty in using e-Government.* Other relevant authorities were also involved in evaluating the results of the 2020-2022 Programme implementation, together with the representatives of LSGUs and the non-governmental sector, primarily through their representatives in the Working Group for *ex-post*, impact assessment performance evaluation and amendments to the e-Government Development Programme for 2020-2022 with the Action plan for its implementation for 2023-2025. ITE and MPALSG are primarily responsible for the implementation of the established measures, more specifically for the measures and activities programmed for achieving Specific Objective 1 *Development of e-Government infrastructure and ensuring interoperability* and Specific Objective 4 *Data opening in public administration*, while multiple lead institutions implementing the activities within Specific Objectives 2 and 3 confirm the Programme's cross-sectoral character.

# II. PROGRAMME PRINCIPLES

The programme is designed to be implemented in compliance with the following principles:

1. The Principle of Gender Equality and Social Inclusion;
2. The Principle of Equality and Non-discrimination;
3. The Principle of Emerging Technologies Development;
4. The Principle of Environmental Protection;
5. The Principles arising from the United Nations Sustainable Development Goals;
6. The Principles arising from the General Data Protection Regulation, and
7. Principles arising from the strategic framework established within the European Union and the European Commission’s regulations on e-Government.

This Programme envisages the development of e-Government by establishing information systems, platforms, software and the entire infrastructure used by the public administration in such a way that they are equally accessible to all users irrespective of their gender, sex, age, race, political beliefs, religious or sexual orientation, nationality or ethnicity, property status or any other ground of discrimination, provided that the person has a computer and a stable Internet connection. The Programme includes public policy measures to ensure social inclusion, which implies that the opportunities offered by innovative technologies are equally available to all persons nationwide, which in turn has a positive impact on overcoming economic and social disparities.

Public policy measures envisaged under this programme are in compliance with principles of development of innovative technologies, and the public administration reform is planned in such a way as to use innovative technological solutions enabling economic development, contributing to budgetary savings and increasing the level of service to citizens and businesses.

The principle of environmental protection is one of the basic principles of the Programme since the development of e-Government is so designed as to gradually completely abandon the use of paper (<https://www.green.gov.rs/>). In addition, the integration of information systems into common ICT capacities and the use of virtualisation technologies should reduce power consumption for computer use.

The implementation of the Programme, with an emphasis on increased efficiency and service users centricity (citizens and businesses) in a new digital environment is fully compatible with the United Nations Sustainable Development Goals (<https://sdg.indikatori.rs/>), representing the universal call to action to eradicate poverty, to protect the environment and to ensure peace and prosperity for all citizens. The principle of data protection has also been incorporated into the Programme to ensure full reliability in the identities of e-Government users and e-Government service users through a two-factor authentication, ensuring at the same time that their personal data are protected and not disclosed to third parties, safe from unauthorised data processing, distributing or sharing with third parties, while status verification of the user's cases at any time contributes to full transparency.

In the Prime Minister’s state of the union address on 25 October 2022[[5]](#footnote-5), the continuation of digitalisation and the introduction of modern technologies was emphasised as one of the five strategic priorities of the Republic of Serbia. The Republic of Serbia also accepts the EU *acquis* in the field of e-Government and technological innovation and will be in a position to fully implement them until accession to the EU.

# III. DATA ON THE PLANNING DOCUMENTS AND LEGAL FRAMEWORK RELEVANT TO THE PROGRAMME

## A. Planning Documents Relevant to the Development of e-Government

The strategic framework of e-Government is based on several public policy documents. Such an approach is the result of the institutional framework, i.e. the fact that the competence for certain segments of e-Government is distributed among several institutions.

A comprehensive strategic document for the entire reform of public administration is the **Public Administration Reform Strategy of the Republic of Serbia for 2021-2030 (hereinafter: PARS) and the Action Plan of Implementation for 2021–2025** ("Official Gazette of RS", No. 42/21, 9/22). The objectives of this reform include not only digitalisation and the development of e-Government, but also other reform processes, such as strengthening of the public policy management system reform, improving local self-government system, strengthening control mechanisms, as well as increasing the transparency/openness in the work of the administration as a whole. PARS, *inter alia,* deals with issues of improving public services in an efficient and innovative way, respecting the needs of end users and improving their user experience.

**The Information Society and Information Security Development in the Republic of Serbia Strategy for 2021–2026** ("Official Gazette of the RS", No. 86/21) is a cross-sectoral strategy setting out the objectives of and measures for the development of information society and information security. With regard to information security, this Strategy is harmonised with the *Network and Information Security Directive (NIS Directive)*, which provides for the adoption of a national Information Security Strategy setting out the strategic objectives and priorities with regard to network and information security.

**The Judicial Development Strategy for 2019–2024** ("Official Gazette of RS", No. 101/20, 18/22), establishes key principles for further development of the judicial system of the Republic of Serbia. A special part is dedicated to e-Justice, which is seen as an instrument that will contribute to the achievement of the set objectives. The connection between e-Government and e-Justice and their mutual compatibility is crucial when it comes to protecting citizens' rights in the digital age. The issue of interoperability was resolved by the adoption of the following documents: the National Interoperability Framework[[6]](#footnote-6), which is harmonised with the EU Interoperability Framework 2.0 and the List of Interoperability Standards 2.1, which refers to technical interoperability, published by ITE. By adopting the aforementioned documents, the Republic of Serbia laid the foundations for interoperability, both at the national level and with EU member states. This is particularly important for the process of accession to the Schengen zone, i.e. the Schengen Information System (SIS).

**The Programme for Improving Public Policy Management and Regulatory Reform and Action plan for 2021-2025** ("Official Gazette of the RS", No. 113/21)[[7]](#footnote-7) does not directly determine the field of e-Government in a technical or organisational sense, but it deals with regulatory reform and public policy management, which are essential parts of public administration reform focused on establishing a legal and institutional framework to create the environment for the citizens and business in which they can efficiently exercise their rights and fulfil their obligations. The function of these reforms is in realising the principle of transparency in the work of public administration through the stakeholder involvement in the processes of managing the legislative process and the process of managing public policies. The programme points out that it is fundamentally important for public policy documents to be based on evidence and facts as well as on transparency in their planning, drafting, adoption, implementation, monitoring of their implementation and impact assessment of their implementation and reporting on the achieved results. The development of e-Government, through the collection of a large amount of data, as well as their availability, enabled a completely new level of transparency in the work of public administration and laid the foundation for the "evidence-based decision-making" approach. This synergy ensures that the system of public policies and the legal system of a country are expedient and enable the rights and legal interests of all members of society to be realised quickly, economically and effectively.

**The Strategy for the Development of Artificial Intelligence in the Republic of Serbia for 2020-2025** ("Official Gazette of RS", No. 96/19), sets out the objectives and measures for the development of artificial intelligence whose implementation should result in economic growth, improvement of public services, improvement of scientific staff and development of skills for the jobs of the future. In addition, the implementation of the measures of that strategy should ensure that artificial intelligence in the Republic of Serbia is developed and applied safely and in accordance with internationally recognized ethical principles in order to use the potential of this technology to improve the quality of life of each individual and society as a whole, as well as to achieve UN Sustainable Development Goals.

In addition to the national strategic framework, the Republic of Serbia has a significant strategic orientation in the field of global initiatives, such as [the Open Government Partnership (OGP)](https://www.opengovpartnership.org/members/serbia/) with **the Action Plan for implementing the Open Government Partnership initiative in the Republic of Serbia 2020-2022**.**[[8]](#footnote-8)**. The OGP is an international initiative aimed at providing support and greater engagement of governments across the world to improve the integrity, transparency, efficiency and accountability of public authorities. This is achieved through building public trust, co-operation with civil society organisations, empowering citizens' participation in governance, fighting corruption, access to information and the use of new technologies. The OGP action plans envisage adoption of the Law on Free Access to Information of Public Importance, which was actually passed in 2021 ("Official Gazette of RS", number 105/21). All the intended entities are required to fill in the data electronically and to publish them in a machine-readable (open) format. Some of the OGP contributions in the domain of open data[[9]](#footnote-9) promotion and use are reflected in the role of the OGP in initiating the creation of the Open Data Portal, as well as the creation of a by-law called Guidelines for evaluating web presentations.[[10]](#footnote-10) The partnership represents a platform for the administration's co-operation with citizens and civil society organisations, a powerful instrument for increasing its transparency, responsibility and efficiency, but also for fulfilling certain criteria in the process of the European Union accession, which is the main strategic priority of the Republic of Serbia.

## B. Legal Framework of e-Government

Various general and special regulations govern the matters of relevance for e-Government. The provisions of several regulations are simultaneously applied to certain issues related to e-Government, and due to the accelerated digital transformation of society and public administration, the same matters are often regulated successively by the provisions of different regulations, which makes the regulatory framework inconsistent, and the provisions of different regulations are in conflict with each other. For digital transformation, in certain areas of public administration, it was necessary to enact *lex specialis* (e.g. for construction procedures, certain tax procedures, registration procedures at the Business Registers Agency, etc.). In the past period, a lot has been done to ensure that essentially identical processes (e.g. electronic identification of parties, submission of requests, electronic delivery, etc.) are not prescribed differently in different procedures, since this makes their standardisation and optimisation difficult, increases the cost of digitalisation and undermines the user experience.

The following acts represent the applicable legal framework of e-Government:

* The Law on Electronic Government ("Official Gazette of RS", No. 27/18) established the legal framework for the functioning of e-Government in the Republic of Serbia and harmonisation with applicable European regulations in the field of e-Government. The following relevant by-laws enabled its practical application:
* Decree on organisational and technical standards for the maintenance and improvement of single e-Government information and communications network and the connection of authorities to that network;
* Decree on detailed conditions for the creation and maintenance of web presentations of authorities;
* Decree on detailed conditions for the establishment of e-Government;
* Decree on the method of keeping the meta-register, the method of approving, suspending and cancelling access to the Government Service Bus and the manner of e-Government portal operation;
* Decree on the manner of operation of the Open Data Portal ("Official Gazette of RS", No. 18/22);
* Decree on the maintenance and improvement of the State Data Management and Storage Centre.
* The Rulebook on the manner in which authorities inspect, obtain, process and transfer, or submit data on the facts kept in official records from registers in electronic form and which are necessary for decision-making in administrative proceedings ("Official Gazette of the RS", No. 57/ 19)
* The Law on General Administrative Procedure ("Official Gazette of RS", No. 18/16) regulates the administrative procedure as a set of rules applied by state bodies and organisations, bodies and organisations of provincial autonomy and bodies and organisations of LSGUs, institutions, public enterprises, special bodies (exercising regulatory function) and legal and natural persons (entrusted with public powers) when acting in administrative matters, regardless of whether it is a classic or electronic procedure.
* The LPS regulates the planning system of the Republic of Serbia, that is, the management of the system of public policies and medium-term planning, as well as the types and content of planning documents. The e-Government Development Programme is the first public policy document prepared according to the methodology prescribed by the LPS and the decrees for its implementation following their entry into force, and it is fully compliant with those regulations.
* The Law on Electronic Document, Electronic Identification and Trust Services in Electronic Business ("Official Gazette of RS", No. 94/17 and 52/21), which regulates the electronic document, electronic identification and trust services in electronic business. 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 ("Official Gazette of RS", No. 6/16, 94/17 and 77/19), which regulates protective measures against security risks in information and communication systems, responsibilities of legal entities when managing and using information and communication systems, and determines competent authorities for the implementation of protective measures, co-ordination between protection factors and monitoring the correct application of prescribed protective measures.
* The Law on archival material and archival activities ("Official Gazette of RS", No. 6/20)
* The Law on Personal Data Protection ("Official Gazette of RS", No. 87/18) is also one of the key laws when it comes to e-Government and greatly contributes to raising the level of legal security of citizens and protecting their rights. The content of that law is largely harmonised with the EU's General Data Protection Regulation[[11]](#footnote-11). The law regulates the right to the protection of natural persons in connection with the processing of personal data and the free flow of such data, the principles of their processing, the rights of persons to whom the data refer, the obligations of persons handling and processing personal data, the code of conduct, the transfer of personal data to other countries and international organisations, supervision of the implementation of this law, legal remedies, liability and penalties in case of violation of the rights of natural persons in connection with personal data processing, as well as special cases of data processing. This law also regulates the right to the protection of natural persons in connection with the processing of personal data carried out by competent authorities for preventing, investigating and detecting criminal acts, prosecuting perpetrators of criminal acts or enforcing criminal sanctions, including prevention and protection against threats to public and national security, as well as the free flow of such data.
* The Decree on office management of state administration bodies ("Official Gazette of the RS", No. 21/20 and 32/21) regulates the office management of state administration bodies through the software solution called “e-Registry Office” (Serb.: *Pisarnica*).
* The Decree on unique technical and technological requirements and procedures for the storage and protection of archival material and documentary material in electronic form ("Official Gazette of RS", No. 107/21 and 94/22)
* The Law on the Register of Administrative Procedures ("Official Gazette of RS", No. 44/21);
* The Law on Social Card ("Official Gazette of RS", No. 14/21);[[12]](#footnote-12)
* The Law on Amendments to the Law on Agriculture and Rural Development ("Official Gazette of RS", No. 114/21);[[13]](#footnote-13)
* The Law on the Seal of State and Other Authorities ("Official Gazette of RS", No. 101/07 and 49/21);
* The Rulebook on the Conditions for the Provision of Qualified Electronic Delivery Service and Content of Electronic Receipt and Transmission of Electronic Messages ("Official Gazette of the RS", No. 99/20 and 74/21);
* The Rulebook on the Detailed Technical Conditions for the Social Card Establishment and Management ("Official Gazette of the RS", No. 67/21);
* The Instructions on office management of state administration bodies ("Official Gazette of the RS", No. 20/22).

In accordance with the results of the *ex-post* impact assessment, the Programme envisages measures and activities aimed at improving the legal framework that enables the further development of e-Government in the Republic of Serbia. This primarily relates to procedural legislation in the field of justice; amendment of the Court's Rules of Procedure and the laws on civil procedure, law on non-contentious procedure and misdemeanour to enable the conduct of proceedings in electronic form. It is also necessary to further reinforce the regulations related to open data, as well as to regulate the concept of "Smart City" and prescribe the legal basis for the introduction of this concept as well as for the adoption of a methodology defining the criteria for the development of smart cities.

## C. Harmonisation with the EU Legal Framework

Bearing in mind that accession to the European Union is the main foreign policy goal of the Republic of Serbia, harmonisation with the legal framework of the European Union is one of the key guiding principles. In this regard, during the development of the strategic framework for the development of e-Government in the Republic of Serbia, efforts were made to determine objectives, measures and activities in such a way as to enable greater openness, efficiency and inclusiveness of public administration, as well as the provision of complete, personalised and cross-border electronic service to citizens and businesses.

The previous e-Government Development Programme for 2020-2022 is aligned with the *Action Plan for e-Government in the European Union for 2016-2020*[[14]](#footnote-14), which established the basic principles on which all future initiatives in the field of e-Government should be based. These include:

1. ***Digital by Default***, which implies using multiple service channels at the same time, with a digital channel as the preferred option.
2. ***Once only,*** which implies, on the one hand, that service users submit only once the same data on which official records are kept, and on the other hand, the obligation of the authorities to *ex officio* exchange information about the users.
3. ***Inclusiveness and accessibility***, which implies that inclusivity and accessibility of electronic services have to be ensured in the design stage.
4. ***Openness and transparency,*** which implies that service users must be able to access, to control and to correct data related to them. It also provides for the establishment of a system that will allow users to monitor administrative processes in which they are involved.
5. ***Cross-border by default***,which implies the need to provide cross-border provision of relevant services, thereby facilitating mobility within the Single Market.
6. ***Interoperability by default***, which implies that public services should be designed with the option for service delivery within the Single Market.
7. ***Trustworthiness and Security,*** which implies that personal data protection and privacy and information security are ensured in the design stage.

In addition to being aligned with the Action Plan for e-Government in the European Union for 2016-2020, the previous Programme was also aligned with the principles of the Tallinn Declaration[[15]](#footnote-15) which, in addition to reiterating adherence to the above-mentioned principles, also contains guidelines for formulating and application of those principles to specific activities. The following “User-centricity principles for design and delivery of digital public services” are set out in the Annex of the Tallinn Declaration:

1. ***Digital Interaction,*** which implies the possibility to interact digitally with the administration;
2. ***Accessibility, security, availability and usability***, which implies services that are made more accessible (including findable) and secure and can be used by all in a non-discriminatory manner, with adequate assistance available upon request. The principle of universal design also applies here;
3. ***Reduction of the administrative burden***, which implies public administrations striving to reduce the administrative burden of citizens and businesses by optimising and/or creating digital processes and services, where relevant, and by offering personalised and proactive services;
4. ***Digital delivery of public services***, which implies that public services be offered online, i.e. digitally (with the ‘check service status’ option), as much as possible and especially upon the request of users, as well as the provision of any evidence required to obtain a right or fulfil obligations;
5. ***Citizen engagement***, which involves the use of state-of-the-art technologies to enable citizens and businesses to express their views when creating new services;
6. ***Incentives for digital service use***, implies that the barriers to use digital public services should be removed effectively, by promoting the benefits of higher confidence, speed, efficiency and reduced costs to individuals who are able to use them;
7. ***Protection of key data and privacy,*** which implies that handling of personal data involves respecting general data protection legislation and privacy requirements in the EU and national levels. Where applicable, it also involves informing citizens about the use and storage of their personal data, allowing them to access and ask for the correction and deletion of personal data, where appropriate;
8. ***Legal protection and grievance mechanisms***, which implies that citizens and businesses have access to these mechanisms or other available channels of their choice.

The Programme includes measures for developing e-Government in accordance with principles 1, 2, 3, 4 and 7 above, and for ensuring interoperability at the national level (principle 6). Cross-border provision of services (principle 5) will be possible once the necessary technical standards have been achieved and best practices in the development of specific solutions applied, the aforementioned strategic principles as well as principles of user-centric approach to the design and delivery of the public services set out in the Annex of the Tallinn Declaration are adopted and respected, and the European Interoperability Framework recommendations carefully considered and implemented.

When it comes to digitalisation, the latest trends in the EU framework resulted in the preparation of the Second Digital Agenda for Europe for the decade 2020-2030. Taking into account the changes brought about by digital technologies, the agenda sets out concrete actions to be taken in order to create safe and secure digital services and markets. Furthermore, the following priorities are listed for the current decade: the development of quantum computing, blockchain strategy and blockchain-based trade policy, reliable and humane artificial intelligence, digital sovereignty, cyber security, gigabit connectivity, 5G and 6G, European data space and infrastructure, and setting global technological standards. Those priorities also influenced the development of the Action Plan of the Programme 2023-2025 at the level that allows the current level of development of the digital society in the Republic of Serbia.

It should also be noted that on 9 March 2021, the EU proposed a Digital Compass (COM(2021)118) with four digital objectives to be achieved by 2030, which are fully integrated into the new Programme 2023-2025:

* Skills: At least 80% of all adults should have basic digital skills and there should be twenty million ICT specialists employed in the EU, while more women should take up such jobs;
* Economy: 75% of companies need to use cloud computing services, big data and artificial intelligence; more than 90% of the SMEs in the EU should reach at least a basic level of digital intensity;
* Infrastructure: All European households will be covered by a Gigabit network, with all populated areas covered by 5G; The production of cutting-edge and sustainable semiconductors in Europe including processors is at least 20% of world production in value; 10.000 climate-neutral highly secure edge nodes are to be deployed in the EU, and Europe will have its first computer with quantum acceleration;
* Public services: Online provision of key public services available for European citizens and businesses; All European citizens have access to medical records (e-records), and 80% of citizens will use a digital ID solution.

In the programming period 2023-2025, the principles of the Berlin Declaration on Digital Society and Value-based Digital Government of 2020 will be fully respected. The Declaration recognises the public sector as an essential element for the single European market and a driving force for new and innovative technological solutions for public services and social challenges. It is emphasized that public authorities at all levels must set an example to strengthen the principles of the European Union through the following seven principles:

1. Validity and respect of fundamental rights and democratic values in the digital sphere;
2. Social participation and digital inclusion to shape the digital world;
3. Empowerment and digital literacy, allowing all citizens to participate in the digital sphere;
4. Trust and security in digital government interactions, allowing everyone to navigate the digital world safely, authenticate and be digitally recognised within the EU conveniently;
5. Digital sovereignty and interoperability, as a key in ensuring the ability of citizens and public administrations to make decisions and act self-determined in the digital world;
6. Human-centred systems and innovative technologies in the public sector, strengthening its pioneering role in the research on secure and trustworthy technology design;
7. A resilient and sustainable digital society, preserving our natural foundations of life in line with the Green Deal and using digital technologies to enhance the sustainability of our health systems.

Compliance of Serbia’s e-Government regulatory framework with the EU acquis entails compliance with the following:

* ***Directive (EU) 2019/1024***of the European Parliament and of the Council of 20 June 2019 on open data and the re-use of public sector information;
* ***Regulation 2016/679/EU*** of the European Parliament and of the Council of 27 April 2016 on the protection of persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation); [[16]](#footnote-16)
* ***Regulation 910/2014/EU*** of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market and repealing Directive 1999/93/EC *еIDAS*);
* ***Regulation 2016/679/EU*** of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation– GDPR);
* ***Directive 2016/1148/EU*** of the European Parliament and of the Council of 6 July 2016 concerning measures for a high common level of security of network and information systems across the Union.

Harmonising and compliance with the assumed commitments in the accession process of the Republic of Serbia to the EU requires continuous monitoring of EU standards. An assessment of the harmonisation of the Law on e-Government with the Directive (EU) 2019/1024 of the European Parliament and of the Council on open data and the re-use of public sector information is currently underway. The Directive partly refers to the Law on Free Access to Information of Public Importance.

The European legal and regulatory framework has provided a balance between the practical purpose, privacy and security of digital identity and trust services, such as the Electronic Identification and Trust Services Regulation[[17]](#footnote-17) and the 2018 General Data Protection Regulation (*GDPR*). In 2021, the European Commission proposed the creation of a European digital identity wallet, which will serve as a framework for a European digital identity accessible to all citizens, residents and businesses in the EU. The EU member states are expected to reach an agreement on the technical details of the digital ID wallet in autumn of 2022. All of the above will also affect the environment for improving the legal and regulatory framework of the Republic of Serbia when it comes to e-Government in the programming period of 2023-2025.

# IV. CURRENT STATE OF E-GOVERNMENT IN THE REPUBLIC OF SERBIA AND RESULTS OF EX-POST IMPACT ASSESSMENT OF THE E-GOVERNMENT DEVELOPMENT PROGRAMME 2020-2022

During 2022, an *ex-post* impact assessment of the implementation of the eGovernment development Programme 2020-2022 was conducted. This report provides an overview of the current state of e-Government in the Republic of Serbia and observations on the reform status within the meaning of general and specific Programme objectives. The assessment confirmed that the e-Government Development Programme 2020-2022 was well structured, focused on all key aspects of establishing sound e-Government in the Republic of Serbia, i.e. on the development of e-Government infrastructure, ensuring system interoperability, improvement of the legal and regulatory framework in the use of e-Government, as well as increasing the availability of e-Government to citizens and businesses through the improvement of user services and data opening in the public administration.

Following the evaluation criteria, the *ex-post* impact assessment pointed out the measures and activities that need to be specified as relevant for the new 2023-2025 programme cycle. In a broader sense, it was concluded that all determined objectives of the Programme are still relevant, while the proposed measures and activities meeting the criterion of relevance are presented in the section [VII. Programme](#_VII_МЕРЕ_ПРОГРАМА) [Measures](#_1y810tw). Performance indicators of the 2020-2022 Programme at the level of general and specific objectives were determined in such a way to allow a clear overview of the results achieved during the implementation of the 2020-2022 Programme. Internationally recognised indicators are applicable exclusively to the general objective and to specific objectives 3 and 4, indicating that the ranking of the Republic of Serbia on international lists of competitiveness regarding the development of e-Government primarily depends on increasing the availability of e-Government to citizens and data opening in e-Government. In addition, the so determined indicators facilitate and enable more frequent and objective *ex-post* assessment of the Programme's impact.

The digital transformation of public administration in the Republic of Serbia, planned by the 2020-2022 Programme, enabled progress in many segments of the administration's functioning, including increasing efficiency, transparency, economy and accountability. The key challenge of the successful digital transformation of public administration in the Republic of Serbia is to ensure the strategic co-ordination of the fragmented e-Government system and to implement planned measures in all segments of public administration. The 2020-2022 Programme also enabled reviewing and improving the institutional, technical and all other capacities of the administration (human, infrastructural, financial, and partnerships) and strengthened its readiness to respond to the trends of the fourth industrial revolution. When it comes to 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 framework were also the focus of changes to allow smooth progress in the digital transformation process.

The main findings on the results of the reform within each specific goal of the 2020-2022 Programme are presented below:

* **Development of e-Government infrastructure and ensuring interoperability** - public administration includes a large number of public authorities and all segments of this system use information and communications technologies in their work. In need of automatic data exchange, as well as the need for different parts of public administration to communicate with each other in related procedures, especially within one-stop systems, the functioning of e-Government is ensured in accordance with standards enabling interoperability. Within the Programme, the State Data Centre was equipped and a second State Data Management and Storage Centre was built. This contributed to the development of new and better services of public administration through the provision of adequate technical conditions and capacity for equipment storage, as well as the provision of the necessary server and data storage capacities. A unique platform "Smart Serbia" was established at the State Data Management and Storage Centre, which serves for the safe collection and processing of data from various public sources, as a necessary basis for the development of artificial intelligence. Furthermore, in late 2021, the Network Operations Centre was launched, as well as the first National Platform for Artificial Intelligence. Process standardisation, interoperability, basic registers, e-Authentication, e-Signature, e-Mailbox, data protection and well-established IT infrastructure in the Republic of Serbia form a good basis for further development towards highly sophisticated e-Government. In addition to the established process of interoperability (e-Government, e-Justice and the Ministry of Interior), the development of more efficient procedures for the improvement of public policies and legislation, clearly defined responsibilities, improved horizontal and vertical institutional co-ordination and strengthening of capabilities is essential for the implementation of additional structural reforms and strengthening of public administration to effectively provide services to citizens and the business sector.
* **Improving legal certainty in using e-Government** - for a successful and sustainable digital transformation of public administration, which constantly strengthens trust and co-operation with citizens and businesses, it is necessary to ensure full legal certainty in the use of e-Services. The key measures of the Programme in this area are primarily aimed at ensuring legal certainty in the implementation of administrative procedures electronically, as well as at ensuring that e-Government, in all segments of digital transformation, accepts and supports the judiciary, by achieving the interoperability of ICT administration systems of the judiciary. During the implementation period, the legal framework relevant for the development of e-Government was also improved. The following laws were enacted: Law on the Register of Administrative Procedures, Law on Social Card, and Law on Amendments to the Law on Agriculture and Rural Development, Law on Electronic Document, Electronic Identification and Trust Services in Electronic Business. In addition to the above-mentioned laws, the Rulebook on the Conditions for the Provision of Qualified Electronic Delivery Service and Content of Electronic Receipt and Transmission of Electronic Messages and the Decree on the Maintenance and Improvement of the State Data Management and Storage Centre were adopted. The Decree amending the Decree on Office Management of State Administration Bodies and the Instructions on Office Management were also adopted.
* **Increasing the availability of e-Government to citizens and businesses by improving customer services** - with its systematic approach to the use of digital technology for the provision of public services, the public administration in the Republic of Serbia achieved an increase in its availability. With an average score of 3.5 in the *SIGMA* Monitoring Report in the field of service provision 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 strengthened its place as a leader in the Western Balkans in the modernization of services to citizens and businesses.[[18]](#footnote-18) The Programme measures aimed at optimisation and digitalisation of procedures, services, registers and records, improving the functionality and design of the e-Government Portal and websites of public administration bodies, have significant impact to achieving this, as well as the measures aimed at improving the implementation of certification, qualified e-Delivery, e-Payments and popularisation of e-Government.

Not only in the Republic of Serbia but also globally, the COVID-19 pandemic triggered the acceleration of digital transformation, leaving behind invaluable empirical experience for future planning. Over the period of 2020–2022, during the pandemic, an increase in the use of new information and communication technologies was recorded in the Republic of Serbia, thereby the RoS became one of the regional leaders in this field. During the pandemic, the Republic of Serbia provided a strong response by redirecting resources and digitalising all services related to Covid-19 on the e-Government portal, enabling at the same time the development of services and solutions such as the Electronic Identification Portal [eid.gov.rs and the promotion of the e-Citizen initiative](https://eid.gov.rs/sr-Cyrl-RS/pocetna), Cloud Signature, [e-Payment portal](https://plati.euprava.gov.rs/#/) for payment of administrative fees and fees of the Ministry of Interior, [the “my high school portal”, and](https://green.gov.rs/) ”*[Green.gov.rs - Digital present”.](https://green.gov.rs/)* [Through the portal](https://green.gov.rs/) ”[Green future” users can monitor the positive impact of digitalisation on the preservation of the environment.](https://green.gov.rs/)

At the same time, systematic monitoring of the service performance and user satisfaction at all levels of administration was recognised as necessary in order to increase the availability of e-Government services of the Republic of Serbia. In this regard, it is necessary to develop a new or improve the existing[[19]](#footnote-19) methodology for measuring the satisfaction of different users of public administration services, both those accessing the system electronically and others (offline).

* **Data opening in public administration** - The programme established significant measures to achieve the quality of modern administration: improvement of the creation, updating and publication of open data, improvement of the  [Open Data Portal](https://data.gov.rs/sr/), support in the use of open data, as well as the introduction of the "smart city" concept. Although large funds and efforts have been invested in the area of open data, the continuation of the process should be achieved through a systemic approach. Modern e-Government and sophisticated electronic services, that the Republic of Serbia strives for, require continuous co-operation and data exchange within the public administration, as well as with civil society, including the business sector. It is necessary to have institutional, political and legal support in order to actively support the strategy of public administration data opening and to evidently create and promote benefits at all levels of society from the use of open data.

As for the application of information technologies in the Republic of Serbia, the situation, based on the available data on the use of ICT has improved compared to the period before 2020. Data of the Statistical Office of the Republic of Serbia, contained in the annual report: "Use of information and communication technologies in the Republic of Serbia 2021" clearly show a growing tendency in the use of computers and other smart devices, the Internet and electronic services. According to these data, 53,9% of the households own a laptop computer, which is an increase by 1,6% compared to 2020, and by 4,9% compared to 2019. In the Republic of Serbia, 76,7% of households own a computer, which is by 2,4% more than in 2020, and 3,6% more than in 2019. 94,6% of households own mobile phones.

The spread of broadband Internet, which is very important from the point of view of using electronic services, is very good. In the Republic of Serbia, 81,4% of households have a broadband internet connection, which is by 0,6% more than in 2020, and 1,8% more than in 2019.

Research by the Statistical Office of the Republic of Serbia shows that 40% of the Internet population uses Internet services instead of making personal contacts or visiting public institutions or administrative bodies. Compared to the situation before the adoption of the e-Government Development programme, progress has also been made here. In 2021, the data published by the Statistical Office of the Republic of Serbia show that 37% of the Internet population uses the option of obtaining information from the websites of public institutions.[[20]](#footnote-20)

When it comes to the external environment, the process of EU integration, regional and cross-border co-operation have a stimulating effect on increasing the efficiency and effectiveness of the Programme implementation. The significant role of external (international) financial support for the digital transformation of the Republic of Serbia is realised through EU funds and support of the World Bank, the United Nations Development Programme and other organisations and donors. According to the 2021 Annual Report on the implementation of the Public Administration Reform Strategy for 2021-2030[[21]](#footnote-21), which also monitors the implementation of the 2020-2022 e-Government Development Programme, significant results were achieved. The State Data Management and Storage Centre is used by more authorities than before, and the number of registers and software solutions transferred to data centres is about 50% higher than in 2020. The situation is rather similar with the number of active users of the e-Government Portal, where the number of users increased from 320.000 in 2020 to 1.150.576 in 2021. Over 787.000 electronic mailboxes were opened, which is double the initially planned 320.000. One of the most important progress indicators in the sphere of digitalisation in 2021 is that public servants exchanged 55.400.000 data electronically.

The *e-Government Benchmark Report* for 2021 shows that the Republic of Serbia has made moderate progress in the field of e-Government development. Progress was noted in three of the four assessed areas: User-centricity of e-Services, transparency and key prerequisites for the development of e-Government. The initial value of the indicator in 2019 is 41%, in 2020 it was 43,9%, while in 2021, the Republic of Serbia was the regional leader with a total of 49,8% of the achieved indicator values.

In the United Nations e-Government Development Survey 2022, which contains an overview of the situation and comparatively monitors the development of e-Government in 193 UN Member States, the Republic of Serbia was for the first time ranked among in the group of countries with the highest index of e-Government development. The e-Government Development Index (EGDI) of the Republic of Serbia was rated the highest. In the field of e-Government development, the Republic of Serbia currently ranks 40th and has advanced by 18 places since the previous Report, when it was ranked the 58th. Also, in the field of e-Engagement, the Republic of Serbia advanced by 26 places and is currently ranked the 15th in the world.

*EGDI* - the e-Government development index is a composite index based on three separate base indices measuring the development of online services (*Online Service Index –OSI*), human capacity (*Human Capacity Index–HCI*), as well as telecommunication infrastructure (*Telecommunication Infrastructure Index –ТII*). Both the composite and all basic indices of the Republic of Serbia were rated "very high" in terms of the value of the electronic services index, the Republic of Serbia was in 26th place, while according to the e-Participation index, the Republic of Serbia was ranked 15th in the world.

# V. DEFINING THE PLANNED CHANGE

## А. Vision

According to Article 55 of the Decree, “vision” is a description of the desired state put into practice by achieving the overall and the specific objectives of the Programme.

The process of defining Serbia’s vision for e-Government development involved reviewing the state of e-Government development in the developed countries, and most importantly, the e-Government trends in the EU, considering the harmonisation of regulations and practices with the *acquis* of the European Union. Consequently, when creating the Programme of 2020-2022, it was considered that the EU e-Government Action Plan 2016-2020[[22]](#footnote-22) established that the vision of the development of public administration is to establish open, efficient and inclusive EU public administrations, providing borderless, personalised, user-friendly, end-to-end digital public services to all citizens and businesses in the EU. Accordingly, the following priorities for e-Government development of both the 2020-2022 and 2023-2025 programmes have been determined:

* modernisation of public administration using key ICT solutions;
* enabling cross-border mobility with interoperable digital public services;
* facilitating digital interaction between administrations and citizens/businesses for high-quality public services.

This vision of the EU public administration has been embedded in the principles of public administration functioning, and the user-centricity of the public administration proves that it follows the basic principle, that is, a "citizens' service", distinguishing modern administrations from the traditional ones. Serbia’s e-Government Development Strategy and the PAR Strategy are in line with this, which is clear from their overall and specific objectives, and measures presented therein as the measures for achieving these objectives. The aim is to create and develop new public administration services using the opportunities provided by new technologies, such as *artificial intelligence*, *machine learning, Internet of Things, sensors, robots, drones, blockchain, virtual reality, etc.* The establishment of a sustainable system of innovation and the application of disruptive technologies in the public sector implies co-operation with innovative companies and start-ups, through the so-called GovTech initiative. The vision is aligned with the digital strategy of the EU as well as with the Digital Agenda for the Western Balkans with a focus on providing support for research in the field of innovation, improving the quality of e-Services and the degree of their use, increasing information security, trust services, etc. The European legal and regulatory framework dedicated to data privacy and security of digital identity and trust services (Electronic Identification and Trust Services Regulation, and European Interoperability Framework) was also taken into account when formulating the vision. The European Interoperability Framework - EIF 2.0 - laid the foundation for the national interoperability framework in the RoS. An initiative implemented by the EU (ISA 2, which is a continuation of the GOVTech[[23]](#footnote-23) incubator) has provided valuable recommendations in a standardised format in the subject area. A certain level of connection has also been achieved with the new EU digital strategy. Namely, in June 2022, the EU Commission adopted a new digital strategy called "Next Generation Digital Commission". This strategy sets a vision of a digitally transformed, agile public administration that will contribute to the achievement of EU strategic priorities (*inter alia,* the EU Digital Decade or the European Green Deal). Enhanced collaboration between people, processes, data and technology will be the foundation of a fully digitalised Commission.

Bearing in mind the above, the vision of the development of e-Government, intended to be realised by public policies determined by the e-Government of Development Programme is as follows:

***Establishing efficient and user-centric administration in a digital environment which is interoperable with different levels of public administration in Serbia and with the public administrations of the EU Member States.***

## B. Planned Change

The planned change implies a transformation from a clerical or civil-service-centric administration to a digitalised client-service-centric administration, through the active involvement of the users in the creation and in the improvement of the user services which, at the same time, would serve as an efficiency-control mechanism.

## C. Stakeholders

Taking into account that the public administration encompasses a wide range of holders of public powers, from state bodies and organisations, to bodies and organisations of LSGUs and AP, to institutions of public enterprises and agencies, to other legal and natural entities entrusted with public authority, it is clear that all of them, as current and future e-Government stakeholder service providers, are the ones to which the Programme measures will apply. Businesses, citizens and the non-governmental sector are also classified as stakeholders, in their capacity of users of e-Government services. From all the above reasons, a broad consultative process was carried out from the very beginning of the Programme implementation ([Section X](#_X_ИНФОРМАЦИЈЕ_О).).

# VI. PROGRAMME OBJECTIVES

## А. General Programme Objective

The key challenge for the successful digital transformation of Serbia’s public administration is to build foundations which will ensure it stays on the course determined under the 2020-2022 Programme, i.e. that the envisaged measures are implemented in all dimensions of the public administration, in a manner that will enable the efficient and co-ordinated functioning of the system.

Setting e-Government public policies is largely influenced by the expansion of ICT over the last 20 years. The technological revolution has impacted the work and the private lives of individuals, offering digital opportunities for the development of the economy and the society in the broadest sense. Technical solutions are nowadays a few steps ahead the possibilities of their full absorption. It is because of these absorption possibilities and the speed at which ICTs are advancing, that their introduction and application should be very carefully planned. This primarily relates to a public sector which − given its size, budget and human resources constraints, and rigid administrative procedures − will have to carefully weigh their own needs and possibilities with realistic needs of citizens and businesses and their expectations. The matter of e-Government development is not primarily technical in nature but an organisational one. E-Government is a state of mind, a perception of the role of the 21st century public administration, with technology being at the core of that vision, enabling its realization.

During the 2020-2022 Programme development, it was important to emphasise this crucial role of a modern public administration, i.e. that it was in the service of citizens and businesses, not the other way around. Therefore, the measures under the Programme should guide the e-Government development in Serbia to becoming a fully established service for citizens and businesses. The digital transformation of Serbia’s public administration as envisaged by the Programme should enable achieving further progress in all areas of the public administration functioning, ensuring efficient, transparent, consistent, economical and responsible exercise of public authority. The established vision, principles and objectives of the further development of e-Government are still topical and relevant and as such were taken over from the previous programming period.

For the above reasons, the general goal of the programme is as follows:

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

**Illustration of the general and specific objectives**

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

|  |
| --- |
| **Data opening in public administration**  |
| **Increasing the availability of e-Government to citizens and businesses by improving customer services**  |
| **Improving legal certainty in using e-Government** |
| **Development of e-Government infrastructure and ensuring interoperability** |
|  |  |  |  |  |

## B. Specific Programme Objectives

The achievement of the general objective depends on the efficient use of ICT by the public administration, i.e. available infrastructure and professional personnel capable of maintaining the existing e-Government system, as well as planning and implementing its future development. Without these as the cornerstone, sustainability of any developed ICT tool or system, no matter how advanced, can become doubtful. Assessing the current situation, the *ex-post* assessment pointed out issues with ICT infrastructure and human resources. The human resources shortcomings are reflected in the lack of qualified IT personnel and the poor IT literacy of the public administration employees, including state administration, which is a requirement for the implementation of e-Government. Another problem to overcome is the lack of social awareness about the need and the importance of digital transformation.

In order to perceive the scope of the reform, it is important to note that pursuant to the Law on e-Government (The Official Gazette of the Republic of Serbia, No. 27/18), public administration encompasses an extremely wide and heterogeneous system of entities exercising public powers, from state bodies and organisations, to bodies and organisations of the LSGUs, public institutes and companies, and legal and natural persons entrusted with exercising public powers (public enterprises, public notaries, public enforcement officers, etc.). ICT is used in all segments of this large system, to a greater or lesser extent. In need of automatic data exchange, as well as the need for different parts of the public administration to communicate with each other in related procedures, especially within one-stop systems, it is necessary to ensure that e-Government functions in accordance with standards that enable data security, integrity, interoperability and up-to-datedness.

For all the reasons mentioned above, the first specific objective of the programme was assessed as relevant and as such, it was taken over from the previous programming period and it reads as follows:

***Development of e-Government infrastructure and ensuring interoperability***

To achieve this objective, the Programme envisages measures aimed at building the material and human resources necessary for the functioning of e-Government and improving its interoperability.

A successful and sustainable digital transformation of Serbia’s public administration cannot be completed without full legal certainty in the use of electronic services, primarily in conducting electronic administrative procedures. For citizens and businesses to embrace e-Government, it is necessary to take measures which will bring this legal certainty. The second most important specific Programme objective taken over from the previous programming period has been defined as follows:

***Improving legal certainty in using e-Government***

The key measures aimed at increasing legal certainty in the use of e-Government will be those that bring the judiciary to support and adopt e-Government, in all segments of its digital transformation. That means accepting electronic documents and submissions as evidence in court cases and conducting court proceedings in a way that supports the downloading of such documents and data from electronic databases. Planning and implementing measures involving the judiciary is crucial to the e-Government’s success. Otherwise, e-Government could easily become compromised by inconsistent case law of the Administrative Court and the basic courts, and later by the Constitutional Court of the Republic of Serbia. To achieve this specific objective, the relevant Programme measures have been prepared in co-operation with the Ministry of Justice. The measures focus on the acceptance of e-Government by the judiciary, achieving interoperability between the public administration ICT system and the judiciary, quality inspection control of e-Government service delivery, and certified electronic storage of electronic documents as a crucial element of e-Government implementation.

To ensure the efficient provision of public administration electronic services, it is necessary to continue with measures improving client services in order to increase their availability to citizens and businesses. Therefore, the third specific objective taken over from the previous programming period has been defined as follows:

***Increasing the availability of e-Government to citizens and businesses by improving customer services***

When it comes to increasing the availability of e-Government to citizens and the businesses by improving customer services, this objective should be achieved by implementing measures aimed at optimising and digitalising procedures, services, registers and records, as well as improving the functionality and design of the e-Government portal and the websites of public administration bodies, together with the measures aimed at improving the implementation of certification, qualified electronic delivery, electronic payments, popularisation of e-Government, etc.

The fourth specific goal was also deemed as relevant and very important for the development of the economy and ensuring that the citizens are informed, which is why it was taken over from the previous programming period and reads:

***Data opening in public administration***

The Programme envisages significant measures for the achievement of this specific quality of modern administration: These measures include: *improvement of the creation, updating and publication of open data; improvement of the Open Data Portal (smart cities integration); support in the use of open data, as well as the introduction of the "smart city" concept.* The Programme has been structured with the consistency of general and specific objectives in mind in the manner which best indicates which specific objective contains measures aimed at building the foundations of e-Government, and which specific objectives contain measures aimed at upgrading e-Services and improving the quality of e-Government.

## C. Performance Indicators at General and Specific Objectives Levels

Performance indicators at the level of general and specific objectives were determined in such a way to allow actual results of the Programme implementation to be seen. International indicators will also be used to assess Serbia's progress in developing e-Government and ranking on the international competitiveness lists. This will allow for a more frequent, more streamlined and more objective *ex-post* impact assessment of e Programme effects, during and after the Programme implementation.

D. TABULAR OVERVIEW OF THE OBJECTIVES FOR 2023-2025

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| --- | --- |
| **SPECIFIC OBJECTIVE 1.1.** | **Development of e-Government infrastructure and ensuring interoperability** |
| **INSTITUTION RESPONSIBLE FOR MONITORING AND IMPLEMENTATION CONTROL** | **OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Outcome indicator 1** | **Measurement unit** | **Source of verification** | **Baseline Value** | **Baseline Year** | **TV in 2023** | **TV in 2024** | **TV in 2025** |
| **The number of state administration bodies, APs and LSGUs that have their registers and other software solutions hosted in state data management and storage centres** | Records of authorities that manage registers and other software solutions hosted in state data management and storage centres | **36** | **2022** | **42** | **50** | **60** |
| **Outcome indicator 2** | **The number of LSGUs using data management and storage centres that are operational** | Data centre Report - ITE  | **435** | **2022** | **480** | **500** | **520** |
| **Outcome indicator 3** | **Number of services downloading data from the Central Population Register** | Central Population Register Report | **5** | **2022** | **7** | **9** | **12** |

|  |  |
| --- | --- |
| **SPECIFIC OBJECTIVE 1.2.** | **Improving legal certainty in using e-Government** |
| **INSTITUTION RESPONSIBLE FOR MONITORING AND IMPLEMENTATION CONTROL** | **MINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT** |
| **Outcome indicator 1** | **Measurement unit** | **Source of verification** | **Baseline Value** | **Baseline Year** | **TV in 2023** | **TV in 2024** | **TV in 2025** |
| **The number of acts created in the work of inspection bodies in the e-Inspector software solution delivered to the unified electronic mailbox of e-Government service users**  | Records from the e-Inspector and e-Delivery software solutions | **17.532** | **2022** | **25.000** | **30.000** | **35.000** |
| **Outcome indicator 2** | **The percentage of cases conducted in electronic form exclusively, in relation to all cases in the calendar year** | Records on cases in the e-Registry Office software solution | **0** | **2022** | **10** | **25** | **40** |

|  |  |
| --- | --- |
| **SPECIFIC OBJECTIVE 1.3.** | **Increasing the availability of e-Government to citizens and businesses by improving customer services** |
| **INSTITUTION RESPONSIBLE FOR MONITORING AND IMPLEMENTATION CONTROL** | **OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Outcome indicator 1** | **Measurement unit** | **Source of verification** | **Baseline Value** | **Baseline Year** | **TV in 2023** | **TV in 2024** | **TV in 2025** |
| **EU e-Government benchmark - Key Catalysts dimension** | International indicatorThe result of the EU e-Government Benchmark Report: *e-Government Benchmark Report* for the Key Catalysts index | **54** | **2022** | **56** | **60** | **65** |
| **Outcome indicator 2** | **EU e-Government benchmark - User Centricity dimension** | International indicatorThe result of the EU e-Government Benchmark Report: *e-Government Benchmark Report* for the Key Catalysts index | **77** | **2022** | **80** | **85** | **87** |
| **Outcome indicator 3** | **Local e-Government Index (LEI)** | National indicatorThe result of NALED's Report on the level of e-Government development of local self-government units - Local e-Government index (LEI)Data are published on the portal: www.lei.rs | **25** | **2022** | **30** | **35** | **40** |

|  |  |
| --- | --- |
| **SPECIFIC OBJECTIVE 1.4.** | **Data opening in public administration** |
| **INSTITUTION RESPONSIBLE FOR MONITORING AND IMPLEMENTATION CONTROL** | **OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Outcome indicator 1** | **Measurement unit** | **Source of verification** | **Baseline Value** | **Baseline Year** | **TV in 2023** | **TV in 2024** | **TV in 2025** |
| **Number of resources available on the Open Data Portal** | Open Data Portal Report https://data.gov.rs/sr/ | **5.995** | **2022** | **6.500** | **7.200** | **8.000** |
| **Outcome indicator 2** | **Number of Open Data Portal visits** | Google Analytics, Matomo (GPL License) free web analytics software platform | **285.795** | **2022** | **300.000** | **335.000** | **400.000** |

# VII. PROGRAMME MEASURES

Measures are developed for achieving specific objectives of the Programme. An overview of the measures with their description per each specific objective of the Programme is presented below.

For each measure:

* the ***institution*** competent for its implementation has been determined, that is, the institution with prevailing competence in its implementation, or that has been designated as the co-ordinator for its implementation, if its implementation is under the competence of several institutions;
* a ***deadline for its implementation*** has been set;
* an estimate of the financial resources for its implementation has been prepared, and in the cases when the resources have not been determined, the measure is considered as ***conditional***, i.e. it will be implemented if funds are subsequently secured;
* *the* ***source of funding*** for its implementation has been indicated;
* an assessment of the ***financial impact of its implementation on the budget*** has been made, if its implementation is financed from the budget;
* ***performance indicator(s)*** has (have) been determined, together with the method of verification of achieved results and source of information.

## A. Specific objective 1: Development of e-Government infrastructure and ensuring interoperability for 2023-2025

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| --- | --- | --- |
| **MEASURE** | **1.1.1.** | **Improvement of the State Data Management and Storage Centres\* in Belgrade and Kragujevac** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 5а. Capital projects |
| **Results indicator 1.** | **Measurement unit: Number** | **Source of verification** |
| The number of registers and other software solutions maintained in state data management and storage centres | Records of authorities that manage registers and other software solutions hosted in state data management and storage centres |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 83 | 95 | 105 | 120 |
| **Estimated financial resources** | 6.052.191.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| The measure is aimed at improving the State Cloud and the State Data Management and Storage Centre in Kragujevac (hereinafter: Data Centre Kragujevac) with a Disaster Recovery function, as well as the improvement of the State Data Management and Storage Centre in Belgrade (hereinafter: Data Centre Belgrade) to enable a faster and uniform development of e-Government and reduce the costs of procurement, management and maintenance of the ICT infrastructure procured for own needs by each body. Currently, there is not a sufficient level of software solutions interoperability and non-standardised applications are implemented, often not developed using the latest technologies. In addition, public administration service infrastructure lacks scalability, as it is not designed for functioning in a cloud environment.The Data Centre Kragujevac ensures the development of the State Cloud and enhancing service levels (Platform as a Service – PaaS, Software as a Service – SaaS). The State Cloud contributes to lower costs of development and maintenance of the ICT system for the entire public administration, and once fully established, it will provide unified services to all public administration bodies (e-mail, e-Registry Office, e-Storage, e-Delivery, e-Archive, Document Management System (hereinafter: DMS) etc.The Data Centre Kragujevac provides a safe location for backup data storage (data backup) and applications located in the State Data Management and Storage Centre in Belgrade, thus ensuring security and continuity in the provision of e-Services and enabling centralised development of individual and shared public administration e-Services. The Data Centre Kragujevac will consist of three facilities.The measure also aims to further develop the Single Information and Communications Network of e-Government (hereinafter: SIC network) of public administration bodies to ensure secure communication and data exchange between public administration bodies. The expansion of the SIC network from Belgrade to the territory of the whole of Serbia is underway. Connecting with 145 local self-government units has laid the foundations for full integration of LSGUs into the SIC network. In addition, it is necessary to enable adequate insight into the state of the SIC network (network traffic and network device monitoring). Therefore, this measure, inter alia, also provides for the establishment of a NOC (Network Operation Centre) to ensure adequate supervision of the SIC network. |

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| **MEASURE** | **1.1.2.** | **Improvement of electronic procedures of authorities using eID system, e-Registry Office, e-Payment, e-Delivery and e-Archive** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 5b. Other goods and services |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| Number of authorities\* exclusively performing office business through e-Registry Office | Records of authorities in the e-Registry Office software solution |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 0 | 300 | 350 | 400 |
| **Results indicator 2.** | **Measurement unit** | **Source of verification** |
| The number of authorities whose existing software solutions are integrated to the e-Registry Office and e-Archive; | Records - Government Service Bus |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Baseline Year** | **Baseline Value** |
| 2022 | 0 | 3 | 5 | 10 |
| **Results indicator 3.** | **Measurement unit** | **Source of verification** |
| The number of state administration bodies using collaboration services | Records on users of collaboration services: *Domain controller (DC), Mailboxes* in *Microsoft Exchange (ME), Microsoft SharePoint (MSP), FAIR web server (FAIR)* |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Baseline Year** | **Baseline Value** |
| TV in 2023 | TV in 2024 | TV in 2025 | TV in 2023 | TV in 2024 |
| **Estimated financial resources** | 471.445.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| The document management system in public administration is adjusted for handling paper documents, therefore, it requires to be modified to already established electronic exchange of data and electronic communication in public administration operation, which proved to be more efficient and reliable, and becoming compulsory for all holders of public powers. Documents produced electronically are printed as a rule, resulting in parallel administration - both in paper and electronic form, and unnecessary expenditure of resources. Electronic documents and data allow easier and more reliable search, processing, displaying and storage than paper data, which is more susceptible to losses and damage. Office management processes need to be redesigned - from the receipt of submission, through case processing, data exchange and collection of facts, up to submission and reliable storage of documents and data in electronic form, so that the electronic form become primary and paper form used solely in situations when the party in the procedure insists on it, or in such other cases explicitly prescribed by law. Furthermore, document identifiers also require standardisation, and forms with structured data and metadata need to be introduced. In addition, legal force needs to be prescribed to electronic communication through official e-mail accounts. Establishing electronic office management as the primary form requires putting in place an information system ensuring the functioning of electronic office management, upon completion of the redesign of business processes and modifications to office management regulations. Technically, electronic office management should be supported by several interlinked special-purpose information systems, namely: E-Registry Office and e-Delivery, e-Storage and e-Archive.Joint (shared, i.e. collaboration) services optimise the functioning of public administration systems, reduce costs and increase the level of reliability and information security. Resources for the provision of collaboration services to the entire public administration system need to be secured.This measure will achieve the transformation of the administration's operations in the form of full transition to electronic processing.The establishment of e-Registry Office is scheduled for 1 January 2023. The next module of the e-Archive should be established by the end of 2023 and connected to the e-Registry Office, which will be connected to e-Delivery prior to that to increase efficiency and full transition to electronic office management, as well as the submission of documents to the Unified Electronic Mailbox. This will enable issuing certificates on the facts of which official records are kept through data exchange mechanisms.This measure is planned to improve and increase the use of the e-Payment module, through promotional and educational campaigns, in order to eliminate compulsory submission of proof of payment of the parties in the proceedings using the e-Payment system.  |

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| **MEASURE** | **1.1.3.** | **Establishing new and improving existing registers and records in electronic form in support to the development of e-Government services** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | Type of measure | 5b. Other goods and services |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| The number of established and improved records in electronic form (registries) | Records on the number of established and/or improved registers put into operation |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 35 |  36 | 37 | 40 |
| The provision of integrated and user-centric services requires overcoming the situation where separate and heterogeneous systems and applications are being developed and run in parallel. This can be achieved by developing a comprehensive and integrated architecture and Platform designed to ensure interoperability, support data exchange and inter-institutional business processes, as well as the systematic and standardised creation of processes based on common principles using functionalities common to all. Establishing a platform for the implementation of e-Government not only ensures the interoperability of existing systems and applications, but also represents a solution for those institutions using outdated systems or not having any systems, as they also will be able to join the service provision process. A Metaregister will also be established within the architecture of this platform, i.e. a catalogue of administrative procedures, catalogue of web services, web service generator, etc. Since data in official records are incomplete and insufficiently up-to-date, it is necessary to establish a unified register of all official records (Metaregister) and define a unified methodology and systematisation for maintaining official records, and/or codebooks for data contained therein. This would ensure data reliability and determine which item of data in a given record is original, and which data is derived, and/or which data is being taken over from other records where they represent original data, and the data item that will serve as a “key” for connecting data in different records.The Metaregister will prevent the exchange of incomplete or outdated data, and duplication of data in various registers. The establishment of the Metaregister will create the conditions for the interoperability of official records and automatic data exchange according to authorisations defined by special regulations.In addition to the Metaregister, it is necessary to proceed with the development of registers and records in electronic form within the RGA, SBRA, MoLEVSA, MAFWM and MPALSG.The Programme envisages the improvement of existing information systems and registers and records in electronic form, as well as establishment of some new information systems: • Geodetic-Cadastral Information System (GCIS);• Establishing an electronic registration system in the SBRA status registers;• Development of the Disaster Risk Register;• Improvement of the geospatial data distribution system – GeoSrbija 2.0;• Establishing smart infrastructure geospatial data (Smart SDI);• Social Protection Information System– SPIS;• System set up for external support to social protection institutions (social protection CALL DESK);• Improvement of veteran’s disability protection information system;• Improvement of the Social Card register;• eSpace;• Child and family protection information system;• Information System of social welfare institutions for the accommodation of persons;• Digitalisation of the agricultural holdings register (development of e-Agrar software solution) |
| **Estimated financial resources** | 3.903.040.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |

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| **MEASURE** | **1.1.4.** | **HR capacity building of public administration for the establishment and application of information technologies in e-Government** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 4 Institutional, management and organisational |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| The number of employees engaged as IT officers | Unified database of the Central Registry of Compulsory Social Insurance |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| **2022** | **6.402** | **6.500** | **6.600** | **6.700** |
| **Results indicator 2.** | **Measurement unit** | **Source of verification** |
| The number of employees trained to work in a digital environment, by local self-government bodies and units in which they are employed | Internal records of issued certificates/certificates on completed training |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 1.200 | 1.200 | 1.200 | 1.200 |
| **Results indicator 3.** | **Measurement unit** | **Source of verification** |
| The number of employees engaged as IT officers in state administration bodies | Unified database of the Central Registry of Compulsory Social Insurance |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 610 | 630 | 655 | 680 |
| **Results indicator 4.** | **Measurement unit** | **Source of verification** |
| The number of incumbents engaged as IT officers in local state government bodies | Unified database of the Central Registry of Compulsory Social Insurance |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 470 | 485 | 500 | 510 |
| **Estimated financial resources** | 206.470.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| The existence of professional IT staff to manage IT systems and development projects in this area is prerequisite for the sustainable development of e-Government and raising the ICT capacity of public administration. One of the biggest problems identified in the conducted *ex-post* impact assessment of the e-Government Development Programme and during the consultation process is the problem of public administration bodies to retain the existing IT staff and secure new ones, and as a result, they are unable to adequately maintain the existing ICT systems and equipment, thus deteriorating the level of services provided to citizens and the business. Also, since the best skilled IT personnel often leave, public administration bodies cannot adequately apply the existing regulatory framework, which mandates strict application of standards in the field of information security, personal data protection and e-Government.With the establishment of ITE, the function of managing ICT equipment was centralised, but even that institution does not have an adequate solution to the problem of the lack of IT personnel, since it also falls under restrictions regarding the number of employees and the level of salaries. This measure is planned to adequately determine the existing problem of human resources in the management of ICT systems of public administration and the options for solving that problem. In addition to the above, it is necessary to perform a needs analysis of the public administration for IT profiles and staff for managing IT projects (according to professional qualifications, experience, positions, etc.), i.e. it is necessary to establish which part of the specialised activities performed by IT profiles should be performed in-house, and which part should be left to third parties.To ensure the continuous development of e-Government in the Republic of Serbia, requires raising the level of digital skills of all employees and the capacity to work in a digital environment. With the establishment and commencement of operation of the National Academy for Public Administration (hereinafter: NAPA) in January 2018, the public administration received a central institution of the professional training system in the public administration. If employees do not receive adequate support, e-Government will stagnate, and for this reason, it is necessary to continuously work on improving their skills. In addition to general trainings in the field of digital skills, when developing new electronic services and work systems, the employees should be trained to work in them at the very beginning (online courses) and provide them with user support (by establishing customer support for the employees in public administration - *G2G*). By surveying public administration bodies, it was established that there is a great need for additional training for employees in order to prepare them to work in a digital environment, namely for: * the use and validation of qualified electronic signature and qualified electronic seal;
* data opening and visualization;
* project management;
* using the *Microsoft Office* package;
* conducting public procurements electronically;
* creation of electronic services;
* use of the information system over the Government service bus (e-ZUP).
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| **MEASURE** | **1.1.5.** | **Improvement of information security and standards** |
| **Institution responsible for monitoring and implementation control** | MIT |
| **Implementation period** | 2023-2025 | **Type of measure** | 4 Institutional, management and organisational |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| The percentage of authorities with an established and functional information security system in compliance with the information security related standards (Act on Information Security adopted) in relation to the number of regular and extraordinary inspections carried out in a calendar year | Internal MIT business report |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 95% | 95% | 100% | 100% |
| **Results indicator** 2. | **Measurement unit** | **Source of verification** |
| The percentage of authorities with an established and functional information security system in compliance with the information security related standards (Disaster Recovery Plan adopted) in relation to the number of regular and extraordinary inspections carried out in a calendar year | Internal MIT business report |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 90% | 95% | 100% | 100% |
| **Results indicator 3.** | **Measurement unit** | **Source of verification** |
| The number of servants who have undergone cyber drills in the public administration | MIT's Internal Report on Conducted Cyber Drills |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 150 | 180 | 210 | 240 |
| **Estimated financial resources** | 245.540.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| In the processes of digitalisation, development of e-Government services or the application of ICT, requires continuous application of well-designed and constantly checked information security. The protection of information systems and the data processed in them, as well as the protection of personal data is a priority. A constant increase in the number, scope and sophistication of cyber threats is evident.The Law on Information Security stipulates the specific competences of specific institutions. Strengthening and training of CERT teams for mutual co-operation and efficient exchange of information is underway. Raising awareness of institutions about the need to report incidents and implement effective platforms for those purposes is also in progress. Additionally, application of accepted standards in this area, as well as on the development of information security assessment procedures and methodologies is currently in progress. One of the key tasks is the development of personal capacities in this area. As part of this measure, a number of activities should be undertaken: from raising awareness about the importance of information security to conducting specific trainings in this area and strengthening the CERT of the state public authorities. The implementation of the activities planned under this measure will significantly increase the capacities of the public administration for the prevention and remediation of incidents. The measure envisages the establishment of a SOC (Security Operation Centre) at the level of the entire network, thus enabling faster and easier identification of security risks, faster detection and remediation of incidents. This measure is intended to ensure the highest possible level of security of the SIC network. |

## B. Specific Objective 2: Improving Legal Certainty in Using e-Government for 2023-2025

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| **MEASURE** | **1.2.1.** | **Ensuring effective protection of digital rights of e-Government service users** |
| **Institution responsible for monitoring and implementation control** | MINISTRY OF JUSTICE |
| **Implementation period** | 2023-2025 | **Type of measure** | 3 Informative and educational |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| Further expansion of the possibilities for electronic initiation and conduct of legal proceedings for parties in the proceedings using the e-Court application.  | e-Court and E-Registry Office (administrative disputes submitted electronically), SAPS |
| Baseline Year | Baseline Value | Target Value 2023 | Target Value 2024 | Target Value 2025 |
| 2022 | 1 | 16 | 16 | 108 |
| **Results indicator 2.** | **Measurement unit** | **Source of verification** |
| The percentage of judges in the Republic of Serbia who have undergone the Judicial Academy trainings for working in a digital environment, in relation to the total number of judges in the RoS | PATEM – Judicial Academy Training Management System |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 15 | 20 | 30 | 40 |
| **Estimated financial resources** | 418.679.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| Most courts do not have the ability to receive electronic submissions, to review electronic documents in their original form during evidentiary proceedings, and to communicate electronically with parties and public administration bodies. Due to this legal uncertainty, there is currently a mistrust among the businesses and citizens that the court will accept their electronic documents and actions in the procedure undertaken electronically.The measure should include activities aimed at ensuring the legal certainty of users of electronic services, which includes the exercise of the right to judicial protection. Therefore, it is necessary to include the holders of judicial functions in the digital transformation of society, primarily by connecting the IT system of public administration with judicial information systems and adjusting the procedural framework in which the courts act. It is necessary to systematically conduct training for all holders of judicial functions in order for them to acquire the necessary digital skills and opportunities to apply and interpret the norms of substantive law related to e-Business and e-Government.It is envisaged that the implementation of this measure, through the establishment of new registers and the improvement of existing ones, which will be available through the judicial network, will raise the level of legal security. On the other hand, the new Super SAPS case management system, which should be operative by the end of 2025, as well as the expansion of the software solution for electronic communication with courts - e-Court - will enable full digitalisation of legal proceedings.The activities within this measure should also ensure that, through training, holders of judicial functions and court administration are trained in working in a digital environment. |

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| **MEASURE** | **1.2.2.** | **Improvement of delivery in e-Government** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 1 Regulatory |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| The number of bodies that deliver to the unified electronic mailbox | e-Government Portal (https://euprava.gov.rs) e-Delivery subsystem |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 13 | 20 | 100 | 300 |
| **Estimated financial resources** | 60.500.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| In accordance with the Law on e-Business, the trust service of qualified e-Delivery has the force of registered delivery, which is mandatory in all administrative and legal proceedings. The Law on Electronic Administration prescribes delivery to e-Government users in a unified electronic mailbox, created by each user on the e-Government Portal. For mass use of e-Delivery through the established e-Mailbox software solution, within this measure, monitoring the application of the Law on Electronic Administration in the field of e-Delivery is envisaged. This activity will not only contribute to the wider use of e-Delivery, but will also have a positive impact on legal certainty by ensuring the implementation of legally prescribed procedures. This measure contains activities aimed at promoting electronic administrative procedures related to citizens and economic entities. In terms of implementing electronic administrative procedures locally, it is envisaged to enable the work of the LSGUs inspection services in the e-Inspector software solution.By implementing this measure, electronic administrative procedures will be qualitatively and quantitatively improved, primarily through the promotion of e-Delivery and stronger control over enforcement of legislation. |

## C. Specific objective 3: Increasing the Availability of e-Government to Citizens and Businesses by Improving Customer Services for 2023-2025

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| **MEASURE** | **1.3.1.** | **Improvement of the e-Government Portal and other software solutions** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 5b. Other goods and services |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| The number of submissions sent via the e-Government Portal in a calendar year; | e-Government Portal Statistics (https://euprava.gov.rs) |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 1.215.767 | 1.500.000 | 1.800.000 | 2.200.000 |
| **Results indicator 2.** | **Measurement unit** | **Source of verification** |
| The percentage of compliance of the e-Government Portal functionalities with accessibility standards | Result from self-assessment software solution www.samoocenjivanje.gov.rs of state administration bodies, territorial autonomy bodies and local self-government units |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 75 | 85 | 90 | 100 |
| **Results indicator 3.** | **Measurement unit** | **Source of verification** |
| The number of services rendered on the e-Government Portal in a calendar year | e-Government Portal Statistics |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 210 | 215 | 220 | 230 |
| **Results indicator 4.** | **Measurement unit** | **Source of verification** |
| The percentage of users rating their user experience as positive for services on the e-Government Portal; | Results of a Report based on the survey conducted on the e-Government Portal (https://euprava.gov.rs) |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 0 | 0 | 30 | 50 |
| **Estimated financial resources** | 43.600.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| The e-Government portal should be improved in various segments by establishing a mechanism for measuring user experience and connecting other authentication systems (identity federation). As the e-Government Portal is regarded as a single digital administrative point, the preparation of a study on the manners of establishing a single administrative point (SAP) will improve these services. The plan is also to introduce the possibility of monitoring the case status and set deadlines, as well as the possibility to file complaints and evaluate the quality of services.By implementing this measure, it is planned to enable the measurement of the user experience and improve the functionality of the Portal in order to provide a greater number of services completely electronically, as well as to transform the Portal into a single digital administrative point where citizens will be able to exercise their requests. Connecting to the Portal of other authentication systems (Tax Administration, SBRA, CROSO, portals in the field of justice, and other systems of state bodies, but also systems used in the commerce - e.g. banks) with the Identity Management System (identity federation) will be simplified, easier, and at the same time access to electronic services will be safer. |

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| **MEASURE** | **1.3.2.** | **Providing support to e-Government users** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 4 Institutional, management and organisational |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| Number of services with customer support through the Call Centre; | The result of the Report from the records of services for which the support of the call centre is provided through various communication channels from the call centre records  |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 250 | 280 | 300 | 350 |
| **Results indicator 2**. | **Measurement unit** | **Source of verification** |
| The number of customer inquiries handled by the call centre | Result of a report from inquiry log in call centre support system |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 432.143 | 500.000 | 550.000 | 600.000 |
| **Estimated financial resources** | 241.942.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| Electronic services provided by public administration to citizens and businesses can often be complex, and citizens point out that they often lack adequate and complete information when carrying out their services electronically, as well as direct help and contact with persons responsible for a certain procedure. A very important aspect for improving the way of providing services to citizens and businesses is the measurement of user satisfaction so that the public administration takes into account how users evaluate a certain public service and identifies problems that need to be solved. Citizens particularly note that they find it important to have simplified and familiar procedures, that all steps in the process of using a service are clearly formulated, that the deadlines for their implementation are clearly defined, and that the procedures and deadlines are complied with in practice. The problem is in the lack of capacities for organisation and provision of services through a single administrative point that would provide services to users of services provided by multiple public administration bodies.Activities within this measure are aimed at improving existing and developing new ways of customer support, including: Improving all capacities of the contact centres to support citizens and businesses and the introduction of new communication channels (phone, Viber, WhatsApp);Ensuring the functionality of the e-Government Portal for monitoring the status of cases through the e-Registry Office service.A mechanism for continuous monitoring of user satisfaction will be established for simple, fast and high-quality interaction with citizens and the businesses, in order to increase the quality of services and efficiency of the authorities in the digital environment, as well as to increase the satisfaction of end users with the services provided. The mechanism will help not only to determine the needs, but also to encourage the authorities to further improve services and enable the development of high-level and sophisticated user-centred services. The establishment of the functionality of the e-Government Portal for monitoring the status of cases through the e-Registry Office will also contribute to the quality of providing services to citizens. |

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| **MEASURE** | **1.3.3.** | **Affirmation of e-Government (raising awareness of civil servants and citizens about the importance of digitalisation and strengthening trust in e-Services)** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 3 Informative and educational |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| Total number of registered users on the Electronic Identification Portal (eid.gov.rs); | Result of the Report from the Electronic Identification Portal (eid.gov.rs) |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 1.405.460 | 2.100.000 | 2.600.000 | 3.200.000 |
| **Results indicator 2.** | **Measurement unit** | **Source of verification** |
| The number of parameters issued for the СonsentID mobile application (the number of registered users using the high-trust scheme); | e-Government Portal (https://euprava.gov.rs)Statistics from the electronic identification system (e-ID) |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 24.280 | 50,000 | 65,000 | 75,000 |
| **Estimated financial resources** | 48.472.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| E-government is a quality of modern public administration, which should be a service for citizens and the businesses for the 21st century. User-centricity requires constant adaption to the user experience by public administration, which implies changes in business processes, software environment and harmonisation of the regulatory framework with these changes. Since the introduction of e-Government covers all staff levels within the public administration, it is important to work on their adaptation to changes and introduce change management in order to assert positive changes both among the public administration employees but also in the public. The implementation of this measure envisages increase in the level of use of e-Services through the promotion of key software solutions, such as the e-Registry Office, e-Signature and e-Seal, which are indispensable in the development of e-Government. Better integration of modern technological solutions in the work processes of service provision will also be achieved through the development and implementation of change management methodologies in the field of e-Government, in addition to increasing the level of use of e-Services. |

## D. Specific Objective 4: Data Opening in Public Administration for 2023 -2025

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| **MEASURE** | **1.4.1.** | **Ensuring the implementation of the open data legislative framework** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 1 Regulatory |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| Number of authorities sharing/publishing open data on the Open Data Portal | Open Data Portal Report https://data.gov.rs/sr/ |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 83 | 100 | 115 | 130 |
| **Estimated financial resources** | 88.401.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| Further development in the production, updating and publishing of open data depends on the implementation of this legislation in practice, which proved to be a significant challenge to date. Open data is being published selectively, with various levels of quality and scopes of data sets. Open data is a public good and according to the definition set out in the Law on e-Government it is “data available for reuse, along with metadata, in a machine-readable and open form”.The further development of the initiative for opening data is moving towards the identification of efficient mechanisms to apply the existing legal framework, providing specific support for institutions in data opening and, in the ITE Office, capacity building to deal with this issue, e.g. by establishing a special organisational unit. The development of methodology and standards for data opening with established priority data sets will improve the conditions for the implementation of the legislative framework. Public administration bodies need support and specific instructions to apply the existing regulatory framework in the field of open data, and raising their level of knowledge to apply existing standards in various areas of opening data (e.g. the General Transit Feed Specification - *GTFS* standard for opening data in transport and the Open Contracting Data Standard - *OCDS* for public procurement data, etc.). It is also necessary to harmonise the existing legislation with the EU Directive 2019/1024, which will improve the legal framework governing open data and the reuse of data and harmonise it with the latest tendencies within the EU. |

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| **MEASURE** | **1.4.2.** | **Support to open data usage** |
| **Institution responsible for monitoring and implementation control** | OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 3 Informative and educational |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| Number of organised hackathons, datathons, open data weeks and open data challenges in a calendar year | Report of the Office for Information Technologies and e-Government on the implemented activities  |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 10 | 14 | 20 | 25 |
| **Results indicator 2.** | **Measurement unit** | **Source of verification** |
| Number of authorities supported for opening and/or reuse of open data | Report on trainings and other types of support of the Office for Information Technologies and e-Government |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 | 28 | 38 | 50 | 62 |
| **Estimated financial resources** | 62.640.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| The interest of potential open data users is rather low and therefore, open data potential is not exploited. This measure includes activities aimed at implementing campaigns and introducing solid mechanisms for releasing open data potential. It refers to a large number of potential users outside the public administration, but also to the PA institutions. Some of the data usage incentive mechanisms include events such as Open Data Week, Wednesday - Open Data Day, campaigns on social networks, Open Data Hub opening, as well as other incentives and support for projects dealing with open data, primarily educational (informal educational workshops, and summer schools).  |

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| **MEASURE** | **1.4.3.** | **Introduction of the "smart city" concept** |
| **Institution responsible for monitoring and implementation control** | MINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT |
| **Implementation period** | 2023-2025 | **Type of measure** | 5b. Other goods and services |
| **Results indicator 1.** | **Measurement unit** | **Source of verification** |
| The number of LSGUs for which the readiness analysis for the implementation of the "smart city" concept was conducted | Report on the introduction of the smart city concept in the Municipalities of Šid, Bečej and Petrovac na Mlavi |
| **Baseline Year** | **Baseline Value** | **Target Value 2023** | **Target Value 2024** | **Target Value 2025** |
| 2022 |  | 3 | 1 | 1 |
| **Estimated financial resources** | 42.700.000 | **Source of funding** | RoS Budget, donor support |
| **Impact on the budget** | Specified in more details in the AP |
| The concept of a “smart city” assumes the integration of ICT and the concept of open data into routine tasks and monitoring the status in the fields relevant for the functioning of the community in urban conditions. The core idea of a “smart city” is based on the interaction and the use of all available data in decision-making and monitoring the situation in the field to increase the efficiency of resource utilisation and to achieve sustainable development. The Internet enables the networking of all city institutions which operate in the city administration system with one another and with devices for collecting and monitoring data (keeping updated statistics on public administration activities, *GPS*, *CCTV*, motion-sensors, etc.). Data obtained in this way should also be available to citizens in the form of open data, other than personal data, for everyday use. The use of geographic information systems (*GIS*), e-Government applications, and the use of energy resources with the aim of optimising daily resource use by citizens and the city administration system is of great importance. The implementation of the “smart city” concept will enable: -a more efficient waste management system; -better transport infrastructure management; -lower pollution levels; -evidence-based decision-making and more rational actions from both citizens and public authorities; -a more efficient use of public transport; -a higher level of information to citizens. |

# VIΙΙ. ASSESSMENT OF FINANCIAL RESOURCES FOR PROGRAMME IMPLEMENTATION

The total amount of funds necessary for the implementation of the e-Government Development Programme for 2020-2022, estimated at the moment of planning, amounts to RSD 4.407.864.000. Funds for the implementation of the specific objective 1 of the programme are provided primarily from the EDGe project and those figures are publicly available and may be accessed at the following link: [Enabling Digital Governance](https://projects.worldbank.org/en/projects-operations/project-detail/P164824) project funds, as well as [Digital Transformation](https://www.undp.org/serbia/projects/serbia-your-fingertips-%E2%80%93-digital-transformation-development). According to available reports, the total spent funds of the e-Government Development Programme for 2020 and 2021 amount to RSD 3.777.818.700. In 2022, during planning for the period of 2023-2025, there were no data available for the funds spent in 2022. Observed by available years, the total cost of the Programme implementation in 2020 amounted to RSD 3.260.060.000, and RSD 517.758.700 for 2021. According to funding sources, RSD 3.723.507.700 were spent from the budget funds for the observed two years, while RSD 54.311.000 were spent from donor funds.

The Action Plan for the implementation of the e-Government Development Programme 2023-2025 makes an integral part of the Programme, and it contains detailed measures and activities contributing to the achievement of the specific Programme objectives, including costing, that is, the assessment of funds required for their implementation. Costing within the Action Plan for the implementation of the Programme for 2023-2025 was carried out in accordance with the Handbook for public policies costing**[[24]](#footnote-24)** , as well as the Methodology for the calculation of standard costs for the preparation of planning documents. Methodologically, the cost estimate is based on the calculation of additional, direct and variable costs of new or increased scope of existing activities, necessary for the realization of the planned measures within the Action Plan and the achievement of the specific Programme objectives. Consequently, when costing, the regular activities of the authorities were not taken into account, but only the additional or increased scope of the existing activities foreseen by the SAB in their budgets and programme activities within them.

* Total estimated funds for the implementation of the Programme 2020-2022 and Programme 2023-2025 amount to RSD 12.691.152.000 (or EUR 107.552.220).
* By years of implementation, the total estimated funds for 2023 amount to RSD 4.452.888.000, for 2024 they amount to RSD 3.383.848.000, and for 2025 they amount to RSD 4.854.426.000.
* Out of the determined total amount of estimated additional funds, RSD 9.305.055.000 (73%) will be financed from the budget funds, RSD 2.273.746.000 (27%) will be financed from international development funds.
* Of the total estimated funds for the implementation of the Programme, the amount of RSD 11.127.674.000 (93,2%) were secured, and RSD 818.400.000 (6,8%) were conditionally secured.

**Table 1 Estimated total additional funds required by priority objectives and years, in RSD ‘000**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  **SPECIFIC OBJECTIVES** | **2023** | **2024** | **2025** | **TOTAL** |
| Specific objective 1.1: Development of e-Government infrastructure and ensuring interoperability | 4.151.078 | 3.142.188 | 3.415.818 | 10.709.084 |
| Specific objective 1.2: Improving legal certainty in using e-Government | 92.000 | 100.400 | 1.261.651 | 1.454.051 |
| Specific objective 1.3: Increasing the availability of e-Government to citizens and businesses by improving customer services | 174.140 | 117.590 | 42.556 | 334.286 |
| Specific objective 1.4: Data opening in public administration | 35.670 | 23.670 | 134.401 | 193.741 |
| **TOTAL** | **4.452.888** | **3.383.848** | **4.854.426** | **12.691.162** |

**Table 2 Estimated total additional funds required by funding sources and years, in RSD ‘000**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  FINANCING SOURCES | 2023 | 2024 | 2025 | TOTAL |
| Budgetary resources | 3.774.173 | 2.885.908 | 2.644.974 | 9.305.055 |
| Donor funds | 678.715 | 497.940 | 2.209.452 | 3.386.107 |
| **TOTAL** | **4.452.888** | **3.383.848** | **4.854.426** | **12.691.162** |

# IX. REPORTING RESULTS METHOD

Strategically, the co-ordination of the e-Government system from 2021 is entrusted to the Public Administration Reform Council.[[25]](#footnote-25)

At the operational level and in terms of reporting, the MPALSG’s Public Administration Reform and e-Government Department is in charge of the preparation and submission of reports on the implementation of e-Government Development Programme. The report on the degree of implementation of the Action Plan for the implementation of the e-Government Development programme is submitted in accordance with Article 43 of the LPS once a year, but no later than the expiry of 120 days in the new calendar year, so that the results would be available for the Report on the Implementation of the Public Administration Reform Strategy, as an umbrella document.

The Programme will be implemented through the Action Plan for 2023-2025, which is an integral part thereto.

Reporting is performed through the Unified Information System in accordance with Article 70 and 71 of the Decree and published on the MPALSG website.

*Graph - Co-ordination of programme implementation and reporting*

Government

Public Administration Reform Council

*Implementation co-ordination*

MPALSG

Reporting co-ordination

Carriers of actions and measures

# X. INFORMATION ON CONDUCTED CONSULTATIONS AND PUBLIC DEBATE

During the implementation of the *ex-post* impact assessment of the e-Government Development Programme 2020-2022, in February and March of 2022, primary data were collected through semi-structured interviews (live and online) involving 51 persons from 32 institutions. In addition to state authorities, the assessment reference group included the representatives of civil society organisations, Serbian Chamber of Commerce (SCC), the EU Delegation in Serbia, international and regional organisations and donors. The methodology of the conducted analysis, as well as the list of respondents make an integral part of the Report on the conducted *ex-post* impact assessment of the Programme[[26]](#footnote-26).Evaluation results of the e-Government Development Programme for 2020-2022 were presented in the period of 24-25 May 2022 at the Second Meeting of the Inter-Ministerial Project Group for expert matters in co-ordination and monitoring of the implementation of the Public Administration Reform Strategy in the Republic of Serbia for 2021-2025, in front of the representatives of state administration bodies, local self-governments, the non-governmental sector, the EU Delegation to the RoS and OECD-SIGMA.[[27]](#footnote-27)

The programming process and the preparation of the Action Plan for 2023-2025 lasted from June to December 2022. Representatives of all institutions involved in the development of e-Government in the Republic of Serbia actively participated in the process. The process of programming activities for the period 2023–2025 was based on primary and secondary data analysis, and the most significant progress was achieved through meetings of the Working Group for *ex-post* assessment, performance evaluation and amendments to the e-Government Development Programme in the Republic of Serbia for 2020-2022 with the Action Plan for its implementation for 2023-2025.[[28]](#footnote-28)

During the phase of planning objectives, measures, indicators and activities, a total of four working meetings were held,[[29]](#footnote-29) organised by the MPALSG. In addition to the Working Group members, the meetings were attended by representatives of other interested parties, such as the EU Delegation in Serbia and Swiss PRO. Each meeting was thematically dedicated to one of the specific objectives set by the e-Government Development Programme. At the first working meeting, the Report on ex-post impact assessment of the e-Government Development Programme in the Republic of Serbia for 2020-2022 was adopted, and in accordance with the recommendations from that report, it was decided to maintain the existing Programme structure.

Thematic Working Group meetings enabled a structured and focused discussion, significantly contributing to the efficiency and quality of the work. The Working Group members were informed in advance about the topic of the meeting to able to prepare themselves and provide the necessary data from the institutions they represent. The time between working meetings was used for verification of agreed changes and additional submission of data.

In parallel with working on the proposal of measures and activities of the Action Plan for 2023-2025, passports of indicators (presented in [Annex 2](#_ПРИЛОГ_2._ПАСОШ) to this document) were created.

The process was actively supported by the MPALSG and the expert team of the EU4PAR project.

After drafting the proposal of activities for the period 2023-2025 and the passport of indicators, the costing process was launched, during which the institutions responsible for the planned activities submitted data on the funds that will be allocated for their implementation.

Within a broader consultative process, the MPALSG presented the main features of the 2023-2025 draft e-Government Programme at [Smart eGovernment](https://eur03.safelinks.protection.outlook.com/?url=https://smartegov.rs/&data=05|01|dara.gravara@mduls.gov.rs|edf12a317f9d4c89c59508daab4b9fee|e9869d9e5f16415689b0d51630ff7000|1|0|638010638536425173|Unknown|TWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0=|2000|||&sdata=hqrUz9oAqkan9Mv40/heTpZ3Ep7gtW9QFagqDeGU3FI=&reserved=0) 2022: "Readiness of public administration for digital transformation processes, [Infotech](https://eur03.safelinks.protection.outlook.com/?url=https://infotech.org.rs/&data=05|01|dara.gravara@mduls.gov.rs|8cebc0b37dbe4f7543c008da3ed86429|e9869d9e5f16415689b0d51630ff7000|1|0|637891396367783856|Unknown|TWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0=|3000|||&sdata=bbiRMD3fXUsInq6bMVvnxQ1CXr0+xPJB6Trh2qh8XGU=&reserved=0) 2022 "Further trends in the digital transformation process" as well as within the Informatics Association of Serbia:<https://dis.org.rs/ikt-bilten/>.

After the publication of the programme on the e-Consultation Portal, a public debate will be held in accordance with the LPS. The translation of the Programme with the Action Plan will be sent to the European Commission for comments in the same period.

# XI. INFORMATION ON THE REGULATIONS TO BE ENACTED OR AMENDED IN ACCORDANCE WITH THE PROGRAMME AND RECOMMENDATIONS OF THE EX-POST IMPACT ASSESSMENT

In the period of 2020-2022, the legal framework was improved by adopting amendments to existing laws and by adopting by-laws. This enabled further development of e-Government, but the trend of harmonisation of the legal framework needs to be continued due to the dynamic nature of this area and the challenges arising in relation to protection of privacy and legal certainty.

Within the established measures for e-Government development and during the Programme preparation, amendments in the regulations of relevance for e-Government were foreseen. According to the findings of the *ex-post* impact assessment, the legal framework for the development and implementation of e-Government was assessed as complete and representing a good basis for further development when it comes to laws as primary regulations. In this part, it was determined that it is necessary to continuously monitor EU standards (which are very dynamic in the field of e-Government) in order to harmonise and comply with assumed obligations in the EU accession process of the Republic of Serbia. When it comes to the regulations adopted for the enforcement of the law, several areas requiring adoption of by-laws in the period of 2023-2025 were observed:

* Detailed conditions, measures and manner of issuing permits for the export of data and electronic documents from the Republic of Serbia;
* The manner in which authorities can provide services for accepting payment instruments, transferring funds and other payment services determined by the law regulating payment services in terms of tax payment and for the purpose of providing services through the e-Government Portal;
* Types of trust services that can be provided by a government agency;
* Determining information that can be presented through standardised icons in electronic form and procedures related to determining those icons;
* Certification criteria (issuance of certificates for the protection of personal data and corresponding trademarks and markings);
* Amendments to the Decree on the more detailed regulation of measures for the protection of information and communication systems of special importance;
* By-law on service standards and single administrative point.

# XII. ACTION PLAN FOR THE IMPLEMENTATION OF THE E-GOVERNMENT DEVELOPMENT PROGRAMME IN THE REPUBLIC OF SERBIA FOR 2023-2025

The Action Plan for the Implementation of the e-Government Development Programme in the Republic of Serbia for 2023-2025 is appended to this programme and makes an integral part thereof.

# APPENDIX 1: ACTION PLAN FOR THE IMPLEMENTATION OF THE E-GOVERNMENT DEVELOPMENT PROGRAMME FOR 2023 TO 2025

|  |  |
| --- | --- |
| **Name of the action plan:** | **ACTION PLAN FOR THE IMPLEMENTATION OF THE E-GOVERNMENT DEVELOPMENT PROGRAMME FOR 2023-2025** |
| **Proposer:** | **MINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT** |
| **Co-ordination and reporting:** | **MINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT** |
|  |  |  |  |  |  |  |  |  |
| **GENERAL OBJECTIVE 1: Development of an efficient and user-centred administration in a digital environment** |
| **Indicator(s) at the general objective level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The overall result of Serbia from the EU report on e-Governments ranking: e-Government Benchmark Report | Percentage | e-Government Benchmark Report | (2022)48,6 | 52 | 56 | 59 |
|  |  |  |  |  |  |  |  |  |
| **Specific objective 1.1: Development of e-Government infrastructure and ensuring interoperability** |
| **INSTITUTION RESPONSIBLE FOR CO-ORDINATION AND REPORTING: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Indicator(s) at the specific objective level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of state administration bodies, APs and LSGUs that have their registers and other software solutions hosted in state data management and storage centres | Number | Records of authorities that manage registers and other software solutions hosted in state data management and storage centres | (2022)36 | 42 | 50 | 60 |
| The number of authorities downloading data from the Central Population Register, the Real Estate Cadastre, the Register of Business Entities and the Address Register through the government service bus | Number | Government service bus statistics | (2022)435 | 480 | 500 | 520 |
| The percentage of health care institutions connected to the Single e-Government Information and Communications Network | Percentage | Records of health care institutions connected to the Single e-Government Information and Communications Network | 0 | 1% | 2,5% | 11% |
|  |  |  |  |  |  |  |  |  |
| **Measure 1.1.1: Improvement of the State Data Management and Storage Centres\* in Belgrade and Kragujevac** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 5а. Capital projects** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of registers and other software solutions maintained in state data management and storage centres;  |  Number | Records of authorities that using state data management and storage centres; | (2022)83 | 95 | 105 | 120 |
| \* Hereinafter: Data Centres |
|   |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.1.1.1: Equipping Kragujevac Data Centre with ICT equipment; | ITE |   | Q3 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 512-Machinery and equipment |  55  |   |  |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 55.010  |  |  |
| 1.1.1.2: Cloud platform improvement in the Kragujevac Data Centre; | ITE |   | Q4 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 512-Machinery and equipment | 23  |  |  |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 23.579  |  |   |
| 1.1.1.3: NOC (Network Operation Centre) system implementation on the entire SIC; | ITE |   | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 2.408  | 2.408  |   |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 24.354  | 24.354  |   |
| 1.1.1.4: Construction of building 3 within State Data Centre in Kragujevac ; | ITE | The City of Kragujevac, Data Cloud Technology | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Chapter 65 ITE, Programme 0614-Information technologies and e-Government, Project 5006 Construction of the State Data Centre in Kragujevac, 511-Construction of other facilities | 500.000  | 500.000  | 500.000  |
| 1.1.1.5: Migration of the authority's software solutions to the cloud (data centres); | ITE |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE, Programme 0614-Information Technologies and e-Government project 5014 Single e-Government communications network, 512-Machinery and equipment | 400.000  | 400.000 | 400.000  |
| 1.1.1.6. Integration of healthcare institutions in the Single ICT network of state authorities | ITE | MoH | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE, Programme 0614-Information Technologies and e-Government project 5014 Unified e-Government communication network, 512-Machinery and equipment | 446.000 | 1.000.000 | 1.500.000 |
| 1 unsecured funds are marked with an asterisk. |
|  |   |   |   |   |  |  |  |  |
| **Measure 1.1.2: Improvement of electronic procedures of authorities using eID system, e-Registry Office, e-Payment, e-Delivery and e-Archive** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 5b. Other goods and services** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| Number of authorities\*\* exclusively performing office business through the e-Registry Office; | Number | Records of authorities in the e-Registry Office software solution  | (2022)0 | 300 | 350 | 400 |
| The number of authorities whose existing software solutions are connected to the e-Registry Office and e-Archive; | Number | Records - Government Service Bus  | (2022)0 | 3 | 5 | 10 |
| The number of state administration bodies using collaboration services,  | Number | Records for users of collaboration services maintained by ITE | (2022)21 | 25 | 28 | 30 |
| \*\*The term authority is defined within the meaning of the Law on e-Government |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.1.2.1: Improving the Pay System functionalities on the e-Government Portal (for the collection of all fees, i.e. charges that are collectively charged within the process of providing a single service, with the collection of one transaction fee); | ITE | MoF-TA | Q3 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Section 65 ITE programme 0614 - Information Technologies and e-Government, 423 Contractual Services, 0001 - Development of e-Government System | 30.000 |   |   |
| 1.1.2.2: Issuing certificates regarding facts of which the official records are kept in accordance with the deadlines for the creation of technical and personnel conditions - phase I: Establishment of the "VOJEVID" information system (main design and software - military service obligation module) provision of hardware and network infrastructure | MoD |   | Q3 2023 | 01 - General revenues and budget receipts  | Operation Programme of the MoD and the Serbian Armed Forces; programme activity - functioning of the MoD and the Serbian Armed Forces4232 - Computer services |  |   |   |
| 1.1.2.3: Establishment of e-Archive; | ITE |   | Q4 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 512-Machinery and equipment | 26.680 |  |  |
| Q4 2023 | 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 269.765 |  |  |
| 1.1.2.4. Issuing certificates regarding facts of which the official records are kept in accordance with the deadlines for the creation of technical and personnel conditions - phase II: Establishing the software - labour and material obligation module | MoD |   | Q3 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Operation Programme of the MoD and the Serbian Armed Forces; function 210 armed defence; programme activity - functioning of the MoD and the Serbian Armed Forces | 30.000 |  |   |
| 1.1.2.5: Preparation of Draft amendment to the Law on Electronic Government for the purpose of its harmonisation with EU Directive 2019/1024; | MPALSG |  ITE | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts-Regular appropriations | 0613- Public Administration Reform0005 - Public Administration Reform Management  |   |   |   |
| 1.1.2.6. Issuing certificates regarding facts of which the official records are kept in accordance with the deadlines for the creation of technical and personnel conditions - phase III: Creation of an application for issuing certificates for the e-Government Portal and connection to the databases of state authorities | MoD |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Operation Programme of the MoD and the Serbian Armed Forces; programme activity - functioning of the MoD and the Serbian Armed Forces4232 - Computer services |  | 30.000 |  |
| 1.1.2.7: Promotional and educational activities within the administration in order to eliminate the obligation of submitting proof of payment by the party in proceedings using the e-Payment system; | ITE | NAPA | Q4 2025 | 01 - Revenues from the budget /Regular appropriations |   |   |   |   |
| 1 Funds that are not secured are marked with an asterisk |
|  |   |   |  |  |  |  |  |  |
| **Measure 1.1.3: Establishing new and improving existing registers and records in electronic form in support to the development of e-Government services** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 5b. Other goods and services** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of established and improved records in electronic form (registries);  | Number | Records on the number of established and/or improved registers put into production/operation  | (2022)35 | 36 | 37 | 40 |
|   |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.1.3.1: Establishment and development of geodetic-cadastral IS (GIS): Development of the Integrated System for real estate and property rights registration - ISKN; | RGA |   | Q4 2023 | 11 - Income from foreign borrowing (Loan - WB, Real Estate Management Project in Serbia) (Serbia - Real Estate Management Project: Additional Financing (English). Washington, D.C.: World Bank Group. http://documents.worldbank.org/curated/en/813321572965260435/Serbia-Real-Estate-Management-Project-Additional-Financing)  | 1102-4002 41-11-4002 Improving Republic of Serbia real property management systems | 410.600 |  |  |
| 1.1.3.2: Establishing an electronic registration system in the SBRA status registers (replacement of the CORE system for registration procedure, migration of existing and implementation of new registers, integration with other e-Government systems and improvement of interoperability). | SBRA |  ITE, MPALSG, MoI, MoF-TA, RGA, CROSO | Q4 2024 | Budget RoS |   | 172.500 | 100.000 |  |
| 1.1.3.3: Improvement of the geospatial data distribution system - GeoSrbija 2.0; | RGA |   | Q4 2023 | 11 - Income from foreign borrowing (Loan - WB, Real Estate Management Project in Serbia) | 1102-4002 41-11-4002 Improving Republic of Serbia real property management systems | 140.800  |  |  |
| 1.1.3.4: Establishment of Metaregister to ensure interoperability in e-Government; | ITE |   | Q2 2024 | 01 - Revenues from the budget /Regular appropriations | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 17.040 | 5.680 |  |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 172.295 | 57.432 |  |
| 1.1.3.5: System set up for external support to social protection institutions (social protection CALL DESK) | MoLEVSA |   | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | 0802 - Regulation of labour system and labour and employment relations Programme 0002 - JA Administration and management | 144.000 | 72.000 |  |
| 1.1.3.6: Improvement of the Social Card register | MoLEVSA | ITE | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | 0902 - Social protection Programme5002 - JA Register Social card | 60.000 | 60.000 |   |
| 1.1.3.7: Social Protection Information System - SPIS; | MoLEVSA | ITE | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | 0902 - Social Protection Programme 5001 - JA Preparation and implementation of information systems supporting business processes implementing social protection – SOIZS |  252.000  | 252.000  |  |
| 1.1.3.8: e-Space | MCTI | NALED, ITE | Q4 2025 | Funds have not been secured (donor project contracting is ongoing) |   | 87.400 | 124.000 | 57.200 |
| 1.1.3.9: Digitalisation of two registers determined based on previously conducted analysis that will determine the priority of digitalisation of basic registers; | ITE |   | Q1 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 4.632 | 3.705 | 926 |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 51.465 | 41.172 |  10.293 |
| 1.1.3.10: Improvement of child and family protection IS | MoLEVSA | MoFWD | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | 0802 - Regulation of labour system and labour and employment relations Programme 0002 - JA Administration and management  | 12.000 | 12.000 | 12.000 |
| 1.1.3.11: Improvement of veterans disability protection IS; | MoLEVSA |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | 0802 - Regulation of labour system and labour and employment relations Programme 0002 - JA Administration and management | 6.000 | 10.000 | 10.000 |
| 1.1.3.12: IS establishment of social welfare institutions for the accommodation of persons; | MoLEVSA | ITE, Social Protection Institutions | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | 0902 - Social Protection Programme 4001 - JA Preparation and implementation of information systems supporting business processes implementing social protection - SOIZS | 180.000 | 15.000 | 15.000 |
| 1.1.3.13: Establishment and development of geodetic-cadastral IS (GIS): IS for the infrastructural and underground facilities cadastre | RGA |   | Q4 2025 | 11 - Income from foreign borrowing (Loan - WB, Real Estate Management Project in Serbia) | 1102-4002 41-11-4002 Improving Republic of Serbia real property management systems |  46.900 |  |  |
| Funds have not been secured (provision of funds from an international donor is envisaged) |  |  | 35.400 | 35.400 |
| 1.1.3.14: Development of the Disaster Risk Register | RGA | MoI, MPI | Q4 2025 | IPA 2019 - EU for Civil Protection and Disaster Risk Resilience Strengthening in theRepublic of Serbia - Phase I (https://www.undp.org/serbia/projects/eu-civil-protection-and-disaster-risk-resilience-strengthening-republic-serbia) |  | 93.900 | 23.500 |  |
| Funds secured through IPA II - Phase II (https://ec.europa.eu/neighbourhood-enlargement/system/files/2020-01/ipa\_2019\_-\_04.\_eu\_for\_civil\_protection.pdf) |  |  |  | 269.800 |
| 1.1.3.15: Establishment and development of geodetic-cadastral IS (GIS): Land consolidation IS | RGA | MAFWM | Q4 2024 | Funds have not been secured (envisaged provision of funds from the budget of the RoS an international donor) |   | 108.000 | 90.000 |   |
| 1.1.3.16: Establishing smart infrastructure geospatial data (Smart SDI) | RGA | Entities of the national infrastructure of geospatial data | Q4 2025 | Funds have not been secured (envisaged provision of funds from an international donor) |   |  | 75.900 | 100.000 |
| Grant Arrangement between The Swedish International Development Cooperation Agency (SIDA) and Lantmateriet – SIDA Contribution No. 15655  | 87.400 | 124.000 | 57.200 |
| 1.1.3.17: Digitalisation of the agricultural holdings register (development of e-Agrar software solution) | MAFWM | ITE | Q4 2025 | Donor funds\* |   |   |   |  200.000  |
| 1.1.3.18. Establishment and development of geodetic-cadastral IS (GIS): Real Estate Mass Appraisal IS and determination of prices of residential real estate | RGA |  | Q4 2025 | Funds have not been secured (envisaged provision of funds from an international donor) |  | - |  | 175.900 |
| 1 unsecured funds are marked with an asterisk. |
|  |
| **Measure 1.1.4: HR capacity building of public administration for the establishment and application of information technologies in e-Government** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 4 Institutional-management-organisational** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of employees engaged as IT officers | Number | Unified database of the Central Registry of Compulsory Social Insurance | (2022)6402 | 6.500 | 6.600 | 6.700 |
| The number of employees trained to work in a digital environment, by local self-government bodies and units in which they are employed | Number | Internal records of issued certificates/certificates on completed training | (2022)1200 | 1.200 | 1.200 | 1.200 |
| The number of employees engaged as IT officers in state administration bodies |  Number | Unified database of the Central Registry of Compulsory Social Insurance | (2022)610 | 630 | 655 | 680 |
| The number of incumbents engaged as IT officers in local state government bodies |  Number | Unified database of the Central Registry of Compulsory Social Insurance | (2022)470 | 485 | 500 | 510 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.1.4.1: Capacity building of an organisational unit in charge of e-Government affairs for the implementation of the Law on e-Government | MPALSG | MoF | Q1 2024 | 01 - Revenues from the budget /General revenues and budget receipts | 0613- Public Administration Reform0005 - Public Administration Reform Management | 7.761  |  7.761  |  7.761  |
| 1.1.4.2: Conducting trainings for public administration officials to define procedures and control in application of acts on information security prescribed by the act on security and personal data protection prescribed by the Law on Personal Data Protection; | ITE | NAPA, Commissioner for information of public importance and personal data protection | Q1 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 3.345  | 4.917  | 4.917  |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 33.825  | 41.342  | 41.342  |
| 1.1.4.3: Preparation of public administration needs assessment for IT profiles and personnel managing IT projects and a proposal for a sustainable HR management scheme for such staff within the state administration and LSGUs | MPALSG |  MoF, NAPA | Q2 2025 | Donor support\* |   |  | 1.800  | 2.250  |
| 1.1.4.4: Development of online courses in the field of e-Government for civil servants and employees of LSGUs on the NAPA platform; | NAPA | All SAB, SCTM | Q4 2025 | 01 - Revenues from the budget /Regular appropriations | 0615 Professional training in public administration, function 110, programme activity 0001 administration and management |  |   |   |
| 1.1.4.5: Conducting trainings for employees in authorities on the provision of electronic services in public administration, using software solutions; | ITE | NAPA | Q4 2025 | 01 - Revenues from the budget /Regular appropriations | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 423 Contractual services | 2.148  | 1.100  | 537  |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 21.719  | 10.834  | 5.430  |
| 1.1.4.6: Preparation of analysis for capacity building of LSGUs for the introduction of e-Government in order to set up ICT service/co-ordination centres supporting the establishment and improvement of e-Government for groups of local self-governments; | MPALSG | ITE, all LSGUs, SCTM | Q4 2025 | Donor support\* |   |  | 3.840 | 3.840 |
| 1 unsecured funds are marked with an asterisk. |
|  |
| **Measure 1.1.5: Improvement of information security and standards** |
| **Institution responsible for implementation: MIT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 4 Institutional-management-organisational** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The percentage of authorities with an established and functional information security system in compliance with the information security related standards (Act on Information Security adopted) in relation to the number of regular and extraordinary inspections carried out in a calendar year | Percentage | Internal MIT business report | (2022)95% | 95% | 100% | 100% |
| The percentage of authorities with an established and functional information security system in compliance with the information security related standards (Disaster Recovery Plan adopted) in relation to the number of regular and extraordinary inspections carried out in a calendar year | Percentage | Internal MIT business report | (2022)90% | 95% | 100% | 100% |
| The number of servants who have undergone cyber drills in the public administration | Number | MIT's Internal Report on Conducted cyber drills | (2022)150% | 180 | 210 | 240 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.1.5.1: Informing the public about the use of electronic identification schemes and qualified trust services in electronic administrative procedures; | MIT | ITE | Q4 2023 | 01 - Revenues from the budget /Regular appropriations |   |   |   |   |
| 1.1.5.2: Introduction and education of civil servants on regulations and their practical preparation in the field of electronic identification schemes and qualified trust services; | MIT | ITE, NAPA | Q4 2023 | 01 - Revenues from the budget /Regular appropriations |   |   |   |   |
| 1.1.5.3: Establishment of SOC (Security Operation Centre) and CERT (Computer Emergency Response Team); | ITE | MIT, RATEL | Q4 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 12.969 |   |   |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 131.133 |   |   |
| 1.1.5.4: Establishing information security laboratory and ICT information security training centre; | ITE | MIT, RATEL | Q4 2025 | 01 Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government Project 5007 Improvement of e-Government, 512-Machinery and equipment | 7.504 | 834 | 417 |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 75.870 | 8.430 | 4.215 |
| 1.1.5.5: Developing a plan and organising cyber security drills to improve ICT security; | ITE | MoD, MIT, RATEL | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 423 Contractual services |   | 250 | 125 |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) |   | 2.529 | 1.265 |
| 1.1.5.6: Capacity building of state and local administration bodies in the development and implementation of the plan for information security act compliance monitoring; | MIT | SCTM, NAPA | Q4 2025  | 01 - Revenues from the budget /Regular appropriations |   |  |  |   |
| 1 Funds that are not secured are marked with an asterisk. |
|  |   |   |   |   |   |   |  |  |
| **Specific objective 1.2: Improving legal certainty in using e-Government** |
| **INSTITUTION RESPONSIBLE FOR CO-ORDINATION AND REPORTING: MINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT** |
| **Indicator(s) at the specific objective level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of acts created in the work of inspection bodies in the e-Inspector software solution delivered to the unified electronic mailbox of e-Government service users; | Number | Records from the e-Inspector and e-Delivery software solutions | (2022)17.532 | 25.000 | 30.000 | 35.000 |
| The percentage of cases conducted in electronic form exclusively, in relation to all cases in the calendar year | Percentage | Records on cases in the e-Registry Office software solution | (2022)0 | 10 | 25 | 40 |
|  |  |  |  |  |  |  |  |  |
| **Measure 1.2.1: Ensuring effective protection of digital rights of e-Government service users** |
| **Institution responsible for implementation: MINISTRY OF JUSTICE** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 3 Informative and educational** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| Further expansion of the possibilities for electronic initiation and conduct of legal proceedings for parties in the proceedings using the e-Court application | Number | Report from the MoJ Project | 1 | 16 | 16 | 108 |
| The percentage of judges in the RoS who have undergone the Judicial Academy trainings for working in a digital environment, in relation to the total number of judges in the RoS | Percentage | PATEM (Judicial Academy software solution) | (2022)15 | 20 | 30 | 40 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.2.1.1: Sustainable development of the register of wills - judicial profession; | MoJ |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 23, Section 23.0, Programme 1602 - Organisation and management in the field of justice, programme activity 0005 - Material support for the work of judicial authorities, account 423 Contractual services | 3.500 | 3.500 | 3.500 |
| 1.2.1.2: Sustainable development of the register of given and revoked powers of attorney - judicial profession | MoJ | ITE | Q4 2025  | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 23, Section 23.0, Programme 1602 - Organisation and management in the field of justice, programme activity 0005 - Material support for the work of judicial authorities, account 423 Contractual services | 3.500 | 3.500 | 3.500 |
| 1.2.1.3: Development and implementation of the Super SAPS application for case management; | MoJ | EUD | Q4 2025 | 056 - EU financial assistance (IPA project that RoS impements with EUD) |  |   |   | 1.121.951  |
| 1.2.1.4: Sustainable development of the e-Auction platform for the electronic sale of movable and immovable assets through public bidding in the enforcement procedure (fully electronic process of announcing the public sale, making offer (bidding), closing the sale and automatic determining the most favourable bid)  | MoJ |  | Q4 2025  | 0 - Revenues from the budget /General revenues and budget receipts | Budget chapter 23, Section 23.0, Programme 1602 - Organisation and management in the field of justice, programme activity 0005 - Material support for the work of judicial authorities, account 423 Contractual services | 20.000  | 20.000 | 20.000 |
| 1.2.1.5: Sustainable development of the ESB infrastructure platform for system interoperability - e-Court and service maintenance and improvement of the centralised electronic notice board of courts | MoJ |  | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 23, Section 23.0, Programme 1602 - Organisation and management in the field of justice, programme activity 0005 - Material support for the work of judicial authorities, account 423 Contractual services | 65.000  | 65.000 | 45.000 |
| 1.2.1.6: Conducting trainings for employees in the judiciary for working with electronic documents and data in electronic records, as well as with systems through which electronic procedures are carried out; | JA | NAPA | Q4 2025  | 01 - Revenues from the budget /General revenues and budget receipts-Regular appropriations | Budget chapter 23, Section 23.3., programme 1603 Professional training for the future and existing judicial office holders, programme activity: 0009 |  |  |  |
| 1.2.1.7: Conducting training in accordance with the annual training programme of the Judicial Academy relevant to digital literacy; | JA |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts-Regular appropriations | Budget chapter 23, Section 23.3., programme 1603 Professional training for the future and existing judicial office holders, programme activity: 0009 |  |  |  |
|  |   |   |   |   |  |   |  |  |
| **Measure 1.2.2: Improvement of delivery in e-Government** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 1 Regulatory** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of bodies performing delivery to the Unified electronic mailbox | Number | e-Government Portal https://euprava.gov.rs/ e-Delivery subsystem | (2022)13  | 20 | 100 | 300 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.2.2.1: Organising trainings for all employees for work in the e-Registry Office in accordance with the Law on e-Government and the Decree on office management; | NAPA | ITE, SCTM, NALED | Q4 2025 | 01 - Revenues from the budget /Regular appropriations | 0615 Professional training in public administration, function 110, programme activity 0001 administration and management |   |  |  |
| 1.2.2.2: Promotion of electronic administrative procedures including e-Delivery for citizens and business entities; | ITE | SCTM, UNDP, NALED | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services |   |   | 500 |
| 1.2.2.3: e-Inspector software integration with e-Registry Office | ITE | MPALSG | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts |  Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services |   | 6.000 | 4.800 |
| 1.2.2.4: Cloud - signing and logging-in using a certificate  | ITE | MPALSG | Q4 2025 |   |  Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services |   | 2.400 | 2.400 |
| 1.2.2.5: Transferring the Contact Centre to inspections within the LSGU | MPALSG | ITE | Q4 2025 | Donor funds\* |  |  |  | 60.000 |
| 1 Funds that are not secured are marked with an asterisk. |
|  |  |  |  |  |  |  |  |   |
| **Specific objective 1.3: Increasing the availability of e-Government to citizens and businesses by improving customer services** |
| **INSTITUTION RESPONSIBLE FOR CO-ORDINATION AND REPORTING: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Indicator(s) at the specific objective level** | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)**  | **Target Value** |
| **2023** | **2024** | **2025** |
| EU e-Government benchmark - Key Catalysts dimension | Index point | The result of the EU e-Government Benchmark Report: e-Government Benchmark Report for the Key Catalysts index | (2022)54  | 56 | 60 | 65 |
| EU e-Government benchmark - User centricity dimension | Index point | The result of the EU e-Government Benchmark Report: e-Government Benchmark Report for the User Centricity index, | (2022)77 | 80 | 85 | 87 |
| Local e-Government Index (LEI) | Number | The result of NALED's Report on the e-Government development level of local self-government units: Local e-Government Index (LEI | (2022)25 | 30 | 35 | 40 |
|  |  |  |  |  |  |  |  |  |
| **Measure 1.3.1: Improvement of the e-Government Portal and other software solutions** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 - 31/12/2025** | **Type of measure 5b. Other goods and services** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of submissions sent via the e-Government Portal in a calendar year; |  Number | e-Government Portal Statistics (https://euprava.gov.rs) | (2022)1.215.767  | 1.500.000 | 1.800.000 | 2.200.000 |
| The percentage compliance of the e-Government Portal functionalities with accessibility standards; | Percentage | Result from self-assessment software solution [www.samoocenjivanje.gov.rs](http://www.samoocenjivanje.gov.rs) of state administration bodies, territorial autonomy bodies and local self-government units | (2022)75 | 85 | 90 | 100 |
| The number of services rendered on the e-Government Portal in a calendar year; |  Number | e-Government Portal Statistics | (2022)210 | 215 | 220 | 230 |
| The percentage of users rating their user experience as positive for services on the e-Government Portal; | Percentage | Results of a Report based on the survey conducted on the e-Government Portal (https://euprava.gov.rs) | (2022)0 | 0 | 30 | 50 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.3.1.1: Establishing a mechanism for measuring user experience on the e-Government Portal; | ITE |   | Q2 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services | 10.000 | 5.000 | 5.000 |
| 1.3.1.2: Redesign of the Portal in order to facilitate evaluation-gathering of user experience and recognising the needs of end users; | ITE |   | Q2 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services | 6.000 | 6.000 | 6.000 |
| 1.3.1.3: Connecting other authentication systems (Tax Administration, SBRA, CROSO, portals in the field of justice, and other systems of state bodies, but also systems used in the commerce - e.g. banks) with the Identity Management System (identity federation); | ITE |   | Q3 2025 | 01 Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services |   |   | 5.000 |
| 1 unsecured funds are marked with an asterisk. |
|  |
|  |  |  |  |  |  |  |  |  |
| **Measure 1.3.2: Providing support to e-Government users** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 4 Institutional-management-organisational** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| Number of services with customer support through the Contact Centre; | Number | The result of the Report from the records of services for which the Contact Centre support is provided through various communication channels from the Contact Centre records | (2022)250 | 280 | 300 | 350 |
| The number of customer inquiries handled by the contact centre; | Number | Result of a report from inquiry log in contact centre support system | (2022)432.143 | 500.000 | 550.000 | 600.000 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.3.2.1: Building all capacities of the contact centre to support citizens and businesses and the introduction of new communication channels (phone, Viber, WhatsApp); | ITE |   | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 7.411  | 1.853  |   |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 74.933  | 18.733  |   |
| 1.3.2.2: Developing a methodology for measuring user satisfaction with electronic public services; | ITE |   | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 1.343  | 1.612  |   |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 13.582  | 16.298  |   |
| 1.3.2.3: Establishing a mechanism for measuring user satisfaction with public service on the Portal; | ITE |   | Q4 2024 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 515-Intangible assets | 2.015  | 3.761  |   |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 20.372  | 30.029  |   |
| 1.3.2.4: Providing functionality of the e-Government Portal for monitoring the status of cases through the e-Registry Office service | ITE |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services | 15.000  | 20.000  | 15.000  |
| 1 funds that are not fully secured are marked with an asterisk. |
|  |   |   |   |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Measure 1.3.3: Affirmation of e-Government (raising awareness of civil servants and citizens about the importance of digitalisation and strengthening trust in electronic services)** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 3 Informative and educational** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| Total number of registered users on the Electronic Identification Portal (eid.gov.rs)  | Number | Result of the Report from the Electronic Identification Portal (eid.gov.rs)  | (2022)1.405.460 | 2.100.000 | 2.600.000 | 3.500.000 |
| The number of parameters issued for the СonsentID mobile application (the number of registered users using the high-trust scheme); | Number | e-Government Portal (https://euprava.gov.rs)Statistics from the electronic identification system (eID) | (2022)24.280  | 50.000 | 65.000 | 75.000 |
|   |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.3.3.1: Promotion of e-Government services; | ITE | UNDP, SCTM | Q3 2023 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services | 7.200 | 7.200 | 7.200 |
| 1.3.3.2: Development and application of change management methodology in the field of e-Government; | ITE |  NAPA | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5007 Improvement of e-Government, 423 Contractual services | 996 | 478 | 249 |
| 11 - Income from foreign borrowing (Loan - WB, Enabling Digital Governance Project EDGe) | 10.068 | 5.034 | 2.517 |
| 1.3.3.3: Promotion of e-Seal; | MPALSG | ITE | Q4 2025 | Donor funds\* |   | 150 | 75 | 75 |
| 1.3.3.4: Promotion of e-Signature; | MIT | ITE | Q4 2025 | Donor funds\* |   | 150 | 75 | 75 |
| 1.3.3.5: e-Registry Office promotion; | ITE |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems, 423-Contractual services | 4.320 | 1.440 | 1.440 |
| 1 unsecured funds are marked with an asterisk. |
|  |
| **Specific objective 1.4: Data opening in public administration** |
| **INSTITUTION RESPONSIBLE FOR CO-ORDINATION AND REPORTING: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Indicator(s) at the specific objective level** | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)**  | **Target Value** |
| **2023** | **2024** | **2025** |
| Number of resources available on the Open Data Portal; | Number | Open Data Portal Report https://data.gov.rs/sr/ |  (2022)5.995  | 6.500  | 7.200  | 8.000  |
| Number of Open Data Portal visits; | Number | Google Analytics, Matomo (GPL License) free web analytics software platform |  (2022)285.795  | 300.000  |  335.000  | 400.000  |
|   |
|
| **Measure 1.4.1: Ensuring the implementation of the open data legislative framework** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 1 Regulatory** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| Number of authorities\* sharing/publishing open data on the Open Data Portal |  Number | Open Data Portal Report https://data.gov.rs/sr/ | (2022)83 | 100 | 115 | 130 |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.4.1.1: Development of methodology and standards for data opening with definition of priority data sets | ITE |   | Q4 2023 | Donor support\* |   | 12.000 |  |  |
| 1.4.1.2: Preparation of the Draft amendment to the Decree on the Open Data Portal in order to harmonise it with the EU Directive 219/1024 on the reuse of data and to regulate in more details the obligations of data opening in accordance with the methodology, and the introduction of open data officers in all institutions; | MPALSG |   | Q1 2025 | 01 - Revenues from the budget /General revenues and budget receipts-Regular appropriations | 0613- Public Administration Reform0005 - Public Administration Reform Management |   |   |  |
| 1.4.1.3: Establishment and support of the Working Group for co-ordination of the open data ecosystem expansion, opening data in public administration, monitoring implementation and providing support to institutions in data opening; | ITE |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services | 2.880 | 2.880 | 2.880 |
| 1.4.1.4. Conducting trainings for employees regarding data opening in public administration | NAPA |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts-Regular appropriations | 0615 Professional training in public administration, function 110, programme activity 0001 administration and management |  |  |  |
| 1.4.1.5: Improving Open Data Portal software solution to improve user experience; | ITE |   | Q4 2025 | Donor funds\* |   |   |   | 60.000 |
| 1.4.1.6: Capacity building in the number and skills of the ITE employees in the organisational unit responsible for open data; | ITE |   | Q4 2025 | Donor funds\* |   |  |  | 7.761 |
| 1 unsecured funds are marked with an asterisk. |
|  |   |   |   |  |  |  |  |  |
| **Measure 1.4.2: Support to open data usage** |
| **Institution responsible for implementation: OFFICE FOR INFORMATION TECHNOLOGIES AND E-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 3 Informative and educational** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| Number of organised hackathons, datathons, open data weeks and open data challenges in a calendar year |  Number | Report of the Office for Information Technologies and e-Government on the implemented activities | 10 | 14 | 20 | 25 |
| Number of authorities\*\* supported for opening and/or reuse of open data |  Number | Report on trainings and other types of support of the Office for Information Technologies and e-Government | 28 | 38 | 50 | 62 |
| \*\* authorities, within the meaning of the Law on e-Government |
|  |  |  |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.4.2.1: Providing support to open data users for projects based on the reuse and promotion of open data (civil society organisations, higher education institutions, media, scientific and research community, start-up community, etc.) | ITE |   | Q4 2025 | Donor support\* |   | 2.400  | 2.400  | 2.400  |
| 1.4.2.2: Implementation of activities within the Open Data Challenges | ITE |   | Q4 2025 | Donor support\* |   | 6.000  | 6.000  | 6.000  |
| 1.4.2.3: Implementation of activities within the Open Data Week | ITE |   | Q4 2025 | Donor support\* |   | 6.000  | 6.000  | 6.000  |
| 1.4.2.4: Conducting trainings towards opening and reuse of data (for public, private and civil sector, academia and media) | ITE |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Governmentprogramme activity 0001-Development of IT and EG systems,423-Contractual services | 1.440  | 1.440  | 1.440  |
| 1.4.2.5: Implementation of promotional activities (blog, "Wednesday - open data day", social media campaigns, etc.); | ITE |   | Q4 2025 | Donor support\* | 0614- 0001 | 1.200  | 1.200  | 1.200  |
| 1.4.2.6: Open Data Hub opening *Open Data Hub) in*  the "Ložionica" centre (after construction); | ITE |   | Q4 2025 |   | Budget chapter 65 ITE Programme 0614-Information Technologies and e-Government project 5018 - "Ložionica” (stokehold)512-Machinery and equipment |   |   | 4.320  |
| 1.4.2.7: Support to state administration bodies in the process of opening data through mentoring, technical assistance and targeted training based on the needs of individual bodies. | ITE |   | Q4 2025 | Donor support\* |   | 2.400  | 2.400  | 2.400  |
| 1 unsecured funds are marked with an asterisk. |
|  |  |  |  |  |  |  |   |  |
| **Measure 1.4.3: Introduction of the "smart city" concept**  |  |  |  |  |  |  |  |  |
| **Institution responsible for implementation: MINISTRY OF PUBLIC ADMINISTRATION AND LOCAL SELF-GOVERNMENT** |
| **Implementation period: 31/01/2023 31/12/2025** | **Type of measure 5b. Other goods and services** |
| **Indicator(s) at the measure level**  | **Measurement unit** | **Source of verification** | **Baseline Value (Baseline Year)** | **Target Value** |
| **2023** | **2024** | **2025** |
| The number of LSGUs for which the readiness analysis for the implementation of the "smart city" concept was conducted |  Number | Report on the introduction of the smart city concept in the Municipalities of Šid, Bečej and Petrovac na Mlavi |  | 3 | 1 | 1 |
|   |   |   |  |  |  |  |  |  |
| **Measure financing source** | **Total estimated financial resources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| Funding source and funds determined at activity level |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Name of the activity** | **Action promoter** | **Partners** | **Deadline** | **Financing source** | **Link to programme budget** | **Total estimated financial resources by sources in RSD ‘000.** |
| **2023** | **2024** | **2025** |
| 1.4.3.1: Preparation of Analysis on possible ways of establishing smart cities and their networking (cloud infrastructure) with a proposal for implementation; | MPALSG |   | Q2 2023 | Donor support\* |   | 450  | 450  |   |
| 1.4.3.2: Implementation of at least two pilot projects for the application of the smart cities concept (in terms of cultural, regional and other specific features); | MPALSG |   | Q2 2023 | Donor support\* |   | 900  | 900  |   |
| 1.4.3.3: Regulating the term "Smart City" and prescribing the legal basis for adopting a methodology that will define the criteria for the development of smart cities; | MPALSG |   | Q4 2025 | 01 - Revenues from the budget /General revenues and budget receipts-Regular appropriations | 0613- Public Administration Reform0005 - Public Administration Reform Management |   |   |   |
| 1.4.3.4: Development of dashboards and/or solutions for smart decision-making based on open data at the LSGU level; | ITE | MPALSG, SCTM | Q4 2025 | Donor support\* |   |  |  | 40.000  |

# APPENDIX 2: INDICATOR PASSPORTS

**GENERAL OBJECTIVE 1: Development of an efficient and user-centred administration in a digital environment**

Indicator 1. The overall result of Serbia from the EU report on e-Governments ranking: *e-Government Benchmark Report*

|  |  |
| --- | --- |
| **Name of indicator** | **The overall result of Serbia from the EU report on e-Governments ranking (e-Government Benchmark Report)** |
| **Corresponding general, specific objective or measure** | GENERAL OBJECTIVE 1: Development of an efficient and user-centred administration in a digital environment |
| **Type and level of indicator** | * Quantitative
 | * Performance (Impact) indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | International indicatore-Government Benchmark ReportData for the period after 2020: <https://digital-agenda-data.eu/datasets/e-gov-2020/indicators>Data for the period before 2020: <https://digital-agenda-data.eu/datasets/e-gov/indicators> |
| **Name of the data collection implementer** | Ministry of Public Administration and Local Self-GovernmentOrganisational unit: Department for PAR and e-Government  |
| **Data collection frequency** | Q4 of each year for two previous years |
| **Short description of indicators and calculation methodology****(formula/equation)** | EU e-Government Benchmark Report measures the current status in 36 countries, through four dimensions or EU priority areas of e-Government:* User Centricity,
* Transparency,
* Key Enablers,
* Cross-Border Mobility.

These benchmarks are assessed on the basis of a set of life events measured every two years (business start-up, regular business operations, career, studying and family, health, moving, etc.) and there are numerous indicators through which areas and life events are measured:1 User Centricity - availability of online services, how mobile friendly are they, and what online customer support is in place;2 Transparency of service provision, personal data, service design; 3 Key Enablers: electronic identification, i.e. e-ID, e-documents, primary sources-databases, e-communication exclusively, security; 4 Cross-Border Mobility: online availability, customer support, cross-border e-ID, cross-border e-documents. Data collection methods include mystery shopper and automated online tests.The values show the average score (overall score), obtained as an average of all four country-specific dimensions, on a scale from 0% to 100%. The 2020 report, for example, presents the findings for data collected in 2018 and 2019. The reports are developed every year for the previous two years (the Report published in 2021 covers 2020 and 2019, the 2020 report covers 2019 and 2018, etc.). |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *39,3* | *41* | *43,9* | *49,8* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *48,6* | *52* | *56* | *59* |
| **Performance Assessment** | Up to ±2 percentage points deviation from the projected target value for the indicated calendar year is considered successful. |

**Specific objective 1.1: Development of e-Government infrastructure and ensuring interoperability**

Indicator 2. The number of state administration bodies, APs and LSGUs that have their registers and other software solutions hosted in state data management and storage centres

|  |  |
| --- | --- |
| **Name of indicator** | **The number of state administration bodies, APs and LSGUs that have their registers and other software solutions hosted in state data management and storage centres** |
| **Corresponding general, specific objective or measure** | Specific objective 1.1: Development of e-Government infrastructure and ensuring interoperability |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records of authorities[[30]](#footnote-30) that manage registers and other software solutions hosted in state data management and storage centres |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector  |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator represents the sum of state administration bodies, territorial autonomies and local self-government units that manage registers and other software solutions in the state data management and storage centres in Belgrade and Kragujevac.***FORMULA/EQUATION******Total number of SABs + total number of APs + total number of LSGUs = Total number of authorities that have their software solutions hosted in SDC BG+SDC KG*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *20* | *30* | *33* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *36* | *42* | *50* | *60* |
| **Performance Assessment** | Up to ±1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 3. The number of authorities downloading data from the Central Population Register, the Real Estate Cadastre, the Register of Business Entities and the Address Register through the government service bus

|  |  |
| --- | --- |
| **Name of indicator** | **The number of authorities downloading data from the Central Population Register, the Real Estate Cadastre, the Register of Business Entities and the Address Register through the government service bus** |
| **Corresponding general, specific objective or measure** | Specific objective 1.1: Development of e-Government infrastructure and ensuring interoperability |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Government service bus statistics |
| **Name of the data collection implementer** | Office for Information Technologies and e-Government (MoESTD, MoH, MoE)Organisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator represents the sum of the number of authorities[[31]](#footnote-31) downloading data from the registers through the Government Service Bus: Central Population Register, Real Estate Cadastre, Register of Business Entities and Address Register.***FORMULA/EQUATION******Number of bodies using data from the Central Population Register = Total number of CPR******Number of bodies using data from the Real Estate Cadastre = Total number of REC******Number of bodies using data from Register of Business Entities = Total number of RBS******Number of bodies using data from the Address Register = total number of AR*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *100* | *200* | *350* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *435* | *480* | *500* | *520* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 4. The number of health care institutions connected to the Single e-Government Information and Communications Network

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of health care institutions connected to the Single e-Government Information and Communications Network** |
| **Corresponding general, specific objective or measure** | Specific objective 1.1: Development of e-Government infrastructure and ensuring interoperability |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records of health care institutions connected to the Single e-Government Information and Communications Network |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector  |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | ***FORMULA/EQUATION******The number of health care institutions on the SIC e-Government network*** ***Total number of health care institutions*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | */* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| */* | *1%* | *2.5%* | *11%* |
| **Performance Assessment** | No deviations, the numbers entered are considered relevant |

Indicator 5. The number of registers and other software solutions maintained in state data management and storage centres

|  |  |
| --- | --- |
| **Name of indicator** | **The number of registers and other software solutions maintained in state data management and storage centres** |
| **Corresponding general, specific objective or measure** | Measure 1.1.1: Improvement of the State Data Management and Storage Centres in Belgrade and Kragujevac |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records of authorities that using state data management and storage centres; |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector  |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator represents the total number of registers and other software solutions maintained in state data management and storage centres in Belgrade and Kragujevac.NOTE: A certain number of registers have a confidential status, therefore, total number represents the number of registers and records not classified as CONFIDENTIAL or with some other level of secrecy.***FORMULA/EQUATION******Number of registers in DC Belgrade + Number of registers in DC Kragujevac = TOTAL NUMBER (total number)*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *0* | *55* | *80* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *83* | *95* | *105* | *120* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 6. Number of authorities exclusively performing office business through the e-Registry Office[[32]](#footnote-32)

|  |  |
| --- | --- |
| **Name of indicator** | **Number of authorities**[[33]](#footnote-33) **exclusively performing office business through the e-Registry Office** |
| **Corresponding general, specific objective or measure** | Measure 1.1.2: Improvement of electronic procedures of authorities using eID system, e-Registry Office, e-Payment, e-Delivery and e-Archive |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records of authorities in the e-Registry Office software solution  |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the total number of authorities conducting their office management in the e-Registry Office software solution.e-Registry Office is a software solution that includes office management from the receipt of cases, case establishment, their assigning for processing, preparing and submitting decision-making documents. ***FORMULA/EQUATION******The total number of authorities using the e-Registry Office for their office management*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *0* | *0* | *0* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *0* | *300* | *350* | *400* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 7. The number of authorities whose existing software solutions are integrated to the e-Registry Office and e-Archive

|  |  |
| --- | --- |
| **Name of indicator** | **The number of authorities whose existing software solutions are integrated to the e-Registry Office and e-Archive** |
| **Corresponding general, specific objective or measure** | Measure 1.1.2: Improvement of electronic procedures of authorities using eID system, e-Registry Office, e-Payment, e-Delivery and e-Archive |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records - Government Service Bus  |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the total number of authorities conducting their office management in special software solutions integrated with e-Registry Office and e-Archive.***FORMULA/EQUATION******The total number of authorities conducting their office management in a special software solution connected to the e-Registry Office and e-Archive*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *0* | *0* | *0* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *0* | *3* | *5* | *10* |
| **Performance Assessment** | */* |

Indicator 8.The number of state administration bodies using collaboration services

|  |  |
| --- | --- |
| **Name of indicator** | **The number of state administration bodies using collaboration services** |
| **Corresponding general, specific objective or measure** | Measure 1.1.2: Improvement of electronic procedures of authorities using eID system, e-Registry Office, e-Payment, e-Delivery and e-Archive |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records on users of collaboration services: Domain controller (DC), Mailboxes in Microsoft Exchange (ME), Microsoft SharePoint (MSP), FAIR web server (FAIR) |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator represents the number of state administration bodies using the following collaboration services: 1. *Domain controller (DC)*
2. *Microsoft Exchange (ME) Mailboxes*
3. *Microsoft SharePoint (MSP)*
4. *FAIR web server (FAIR)*

***FORMULA/EQUATION******Total number of SAB DC + Total number of SAB ME + Total number of SAB SME + Total number of SAB FAIR*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *5* | *12* | *18* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *21* | *25* | *28* | *30* |
| **Performance Assessment** | Up to ±1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 9. The number of established and improved records in electronic form (registries)

|  |  |
| --- | --- |
| **Name of indicator** | **The number of established and improved records in electronic form (registries)** |
| **Corresponding general, specific objective or measure** | Measure 1.1.3: Establishing new and improving existing registers and records in electronic form in support to the development of e-Government services |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred
 |
| **Data source for monitoring performance indicators** | Records on the number of established and/or improved registers put into production/operation  |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator represents the total number of already established registers that are being improved:1 Central Population Register - MPALSG2 Address Register - RGA3 Single IS Social Card (SC) - MoLEVSA4 Real Estate Register - Real Estate Cadastre - RGAAnd the registers being established:5 Agricultural Holdings Register (e-Agrar) - MAFWM6 Social Protection IS - (SOZIS) - MoLEVSA7 Veterans disability protection IS - (ISBIZ) - MoLEVSA8 Child and Family Protection IS (ISDiPZ) - MoLEVSAand the related records in electronic form.**FORMULA/EQUATION****The total number of improved registries using data and manage procedures electronically in software solutions: CPR + AR + SOZIS + e-Agrar + REC + ISBIZ + ISDPiZ** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *10* | *35* | *34* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *35* | *36* | *37* | *40* |
| **Performance Assessment** | Up to ±1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 10. The number of employees engaged as IT officers

|  |  |
| --- | --- |
| **Name of indicator** | **The number of employees engaged as IT officers** |
| **Corresponding general, specific objective or measure** | Measure 1.1.4: HR capacity building of public administration for the establishment and application of information technologies in e-Government |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Unified database of the Central Registry of Compulsory Social Insurance |
| **Name of the data collection implementer** | Office for Information Technologies and e-Government - CROSOOrganisational unit: Information Technology Unit - CROSO |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The report presents the number of employed persons (employment, part-time jobs, and service contract) in the authorities on a selected date, by adequate professional qualification and job title.The report is generated from the CROSO Single Database, selecting among the following input parameters:1. Taxpayer's TIN
2. Qualification code, in accordance with the List of professional qualifications.
3. Job title code, in accordance with the Decision on the Uniform Codebook for entering and coding data in the employment related records.

***FORMULA/EQUATION******The total number of persons employed in ICT filed according to the corresponding codes of professional qualifications and job titles*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *3190* | *5571* | *6062* | *6349* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *6402* | *6500* | *6600* | *6700* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 11. The number of public servants trained to work in a digital environment in relation to the total number of servants in the state administration bodies and LSGUs

|  |  |
| --- | --- |
| **Name of indicator** | **The number of employees trained to work in a digital environment, by local self-government bodies and units in which they are employed** |
| **Corresponding general, specific objective or measure** | Measure 1.1.4: HR capacity building of public administration for the establishment and application of information technologies in e-Government |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Internal records of issued certificates/certificates on completed training |
| **Name of the data collection implementer** | NAPAOrganisational unit: Sector for implementation of training programmes |
| **Data collection frequency** | Annually, upon expiry of the calendar year |
| **Short description of indicators and calculation methodology****(formula/equation)** | The total number of persons in a calendar year who were issued certificates/certificates of completed trainings in digitalisation and e-Government, classified by the belonging institutions and local self-government units.***FORMULA/EQUATION******Enter a short formula/equation for the calculation/measurement*** ***of specific indicator***  |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *196* | *449* | *1142* | *1100* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *1200* | *1200* | *1200* | *1200* |
| **Performance Assessment** | Up to ±10% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 12. The number of employees engaged as IT officers in state administration bodies

|  |  |
| --- | --- |
| **Name of indicator** | **The number of incumbents engaged as IT officers in state administration bodies** |
| **Corresponding general, specific objective or measure** | Measure 1.1.4: HR capacity building of public administration for the establishment and application of information technologies in e-Government |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Unified database of the Central Registry of Compulsory Social Insurance |
| **Name of the data collection implementer** | Office for Information Technologies and e-Government - CROSOOrganisational unit: Information Technology Unit - CROSO |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The report presents the number of employed persons in the taxpayer on a selected date, by adequate professional qualification and job title.The report is generated from the CROSO Single Database, selecting among the following input parameters:1. Taxpayer's TIN
2. Qualification code, in accordance with the List of professional qualifications.
3. Job title code, in accordance with the Decision on the Uniform Codebook for entering and coding data in the employment related records.

***FORMULA/EQUATION******The total number of persons employed in ICT filed in SAB, according to the corresponding codes of professional qualifications and job titles*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *373* | *555* | *570* | *595* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *610* | *630* | *655* | *680* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 13. The number of incumbents engaged as IT officers in local state government bodies

|  |  |
| --- | --- |
| **Name of indicator** | **The number of incumbents engaged as IT officers in local state government bodies** |
| **Corresponding general, specific objective or measure** | Measure 1.1.4: HR capacity building of public administration for the establishment and application of information technologies in e-Government |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Unified database of the Central Registry of Compulsory Social Insurance |
| **Name of the data collection implementer** | Office for Information Technologies and e-Government - CROSOOrganisational unit: Information Technology Unit - CROSO  |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The report presents the number of employed persons in the taxpayer on a selected date, by adequate professional qualification and job title.The report is generated from the CROSO Single Database, selecting among the following input parameters:1. Taxpayer's TIN
2. Qualification code, in accordance with the List of professional qualifications.
3. Job title code, in accordance with the Decision on the Uniform Codebook for entering and coding data in the employment related records.

***FORMULA/EQUATION******The total number of persons employed in ICT filed in LSGUs, according to the corresponding codes of professional qualifications and job titles*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Trend in the past* |
| *2018* | *2018* | *2018* | *2018* |
| *108* | *108* | *108* | *108* |
| **Data on target values** | *2022* | *2022* | *2022* | *2022* |
| *470* | *470* | *470* | *470* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 14. The percentage of authorities with an established and functional information security system in compliance with the information security related standards (**Act on Information Security adopted**) in relation to the number of regular and extraordinary inspections carried out in a calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of authorities with an established and functional information security system in compliance with the information security related standards (Act on Information Security adopted) in relation to the number of regular and extraordinary inspections carried out in a calendar year** |
| **Corresponding general, specific objective or measure** | Measure 1.1.5: Improvement of information security and standards |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Internal MIT business report |
| **Name of the data collection implementer** | MIT - Information Society and Information Safety SectorInformation Security Inspection |
| **Data collection frequency** | In the Q1 of the current year for the previous calendar year |
| **Short description of indicators and calculation methodology****(formula/equation)** | *In accordance with the Law on Information Security, operators of ICT systems of significant importance, among which, authorities represent one of the categories of operators, are required to have an act on the security of the ICT system. The adopted and implemented Act on the Security demonstrates that the entity obliged by the law has an organised information security management system, which is of great importance for the security of electronic services.* *Since the information security inspection performs annual supervision in a certain number of authorities, the number of authorities that have a security act adopted in relation to the total number of supervised authorities is taken as an indicator.* *Accordingly, the number of adopted acts on the security of authorities expressed in percentages in relation to the total number of performed inspections in the authorities is taken as a formula for calculating indicators (x)****X = (number of authorities with adopted acts/number of total inspections carried out in the authorities) x 100***  |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *70%.* | *80%* | *90%* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *95%* | *95%* | *100%* | *100%* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 15. The percentage of authorities with an established and functional information security system in compliance with the information security related standards **(Disaster Recovery Plan adopted**) in relation to the number of regular and extraordinary inspections carried out in a calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of authorities with an established and functional information security system in compliance with the information security related standards (Disaster Recovery Plan adopted) in relation to the number of regular and extraordinary inspections carried out in a calendar year** |
| **Corresponding general, specific objective or measure** | Measure 1.1.5: Improvement of information security and standards |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Internal MIT business report |
| **Name of the data collection implementer** | MIT - Information Society and Information Safety SectorInformation Security Inspection |
| **Data collection frequency** | In the Q1 of the current year for the previous calendar year |
| **Short description of indicators and calculation methodology****(formula/equation)** | In accordance with the Law on Information Security, operators of ICT systems of significant importance, among which, authorities represent one of the categories of operators, are required to have documented procedures regulating measures that ensure the continuity of operation in extraordinary circumstances. Since the information security inspection performs annual supervision in a certain number of authorities and verifies the existence of documented procedures, the number of authorities that have a recovery plan adopted in relation to the total number of supervised authorities is taken as an indicator. Accordingly, the number of disaster recovery plans expressed in percentages in relation to the total number of performed inspections in the authorities is taken as a formula for calculating indicators (y)***Y = (number of authorities with adopted disaster recovery plans/number of total inspections carried out in the authorities) x 100***  |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *60%.* | *70%* | *80%* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *90%.* | *95%* | *100%* | *100%* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 16. The number of servants who have undergone cyber drills in the public administration

|  |  |
| --- | --- |
| **Name of indicator** | **The number of servants who have undergone cyber drills in the public administration** |
| **Corresponding general, specific objective or measure** | Measure 1.1.5: Improvement of information security and standards |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | MIT's Internal Report on Conducted cyber drills |
| **Name of the data collection implementer** | RATELOrganisational unit: Information Security and Electronic Business Department |
| **Data collection frequency** | In a calendar year |
| **Short description of indicators and calculation methodology****(formula/equation)** | *The number of public servants to go through cyber drills is estimated based on the MIT's internal Report on conducted cyber drills organised by RATEL.* *Cyber drill should be organised in such a way as to enable practicing of reactions to events in cyber space and improving knowledge and skills for protection and defence against cyber-attacks of all public servants, regardless of whether the work they perform is directly related to information security and information technologies.* ***FORMULA/EQUATION******Enter a short formula/equation for the calculation/measurement*** ***of specific indicator***  |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | *32* | *112* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *150* | *180* | *210* | *240* |
| **Performance Assessment** | Up to ±20% deviation from the projected target value for the indicated calendar year is considered successful. |

**Specific objective 1.2: Improving legal certainty in using e-Government**

Indicator 17. The number of acts created in the work of inspection bodies in the e-Inspector software solution delivered to the unified electronic mailbox of e-Government service users

|  |  |
| --- | --- |
| **Name of indicator** | **The number of acts created in the work of inspection bodies in the e-Inspector software solution delivered to the unified electronic mailbox of e-Government service users**  |
| **Corresponding general, specific objective or measure** | Specific objective 1.2: Improving legal certainty in using e-Government |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records from the e-Inspector and e-Delivery software solutions |
| **Name of the data collection implementer** | Ministry of Public Administration and Local Self-GovernmentOrganisational unit: Department for support to the Co-ordinating Commission for Inspection Supervision |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the number of acts created in the operation of inspection bodies in the e-Inspector software solution, delivered to the Unified electronic mailbox to the entities that are subject of supervision (business entities and natural persons). ***FORMULA/EQUATION******The total number of acts created in the operation of inspection bodies submitted to a unified electronic mailbox of supervised entities*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
|  | *5.000* | *7,000* | *12,000* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *17.532* | *25.000* | *30.000* | *35.000* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 18. The percentage of cases conducted in electronic form exclusively, in relation to all cases in the calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of cases conducted in electronic form exclusively, in relation to all cases in the calendar year** |
| **Corresponding general, specific objective or measure** | Specific objective 1.2: Improving legal certainty in using e-Government |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Records on cases in the e-Registry Office software solution |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the percentage of cases submitted electronically via the e-Government Portal.Putting in operation of the new e-Registry Office service on the e-Government Portal is underway and it will enable the submission of documentary material in electronic form. The total number of documents submitted in electronic form as well as the number of documents submitted in paper form (at the registry office counter or by sending documents via a postal operator) can be determined from the records of cases kept in the e-Registry Office.***FORMULA/EQUATION******100 \* Number of cases that were managed (initiated) in electronic form/Total number of cases = %*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
|  |  |  | *0* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *0* | *10* | *25* | *40* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 19. The percentage of administrative disputes initiated electronically in relation to the total number of administrative disputes initiated in a calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **Further expansion of the possibilities for electronic initiation and conduct of legal proceedings for parties in the proceedings using the e-Court application** |
| **Corresponding general, specific objective or measure** | Measure 1.2.1: Ensuring effective protection of digital rights of e-Government service users |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Report from the MoJ project - expanding infrastructure platform functionalities for interoperability and e-Court system and service maintenance and improvement of the centralised electronic notice board of courts |
| **Name of the data collection implementer** | Ministry of JusticeOrganisational unit: Justice Sector, ICT Group |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December) |
| **Short description of indicators and calculation methodology****(formula/equation)** | Monitoring the number of judicial authorities that started using the platform on an annual basis.Number of new courts/year ***FORMULA/EQUATION******Enter a short formula/equation for the calculation/measurement*** ***of specific indicator*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | */* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *1* | *2*  | *17* | *114* |
| **Performance Assessment** | Possible degree of deviation only in the number of courts for 2025. (potential absence of 25 higher courts, or 66 basic courts from the project)- year 2025 : Minimum 41 courts (commercial + higher courts) – the minimum number of courts that can be evaluated as success |

Indicator 20. The percentageof judges in the RoS who have undergone the Judicial Academy trainings for working in a digital environment, in relation to the total number of judges in the RoS

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of judges in the RoS who have undergone the Judicial Academy trainings for working in a digital environment, in relation to the total number of judges in the RoS** |
| **Corresponding general, specific objective or measure** | Measure 1.2.1: Ensuring effective protection of digital rights of e-Government service users |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | PATEM – Judicial Academy Training Management System |
| **Name of the data collection implementer** | Judicial AcademyOrganisational unit: Sector for continuous training |
| **Data collection frequency** | As needed (daily updates are possible) |
| **Short description of indicators and calculation methodology****(formula/equation)** | The percentage of judges who have undergone training for work in a digital environment organised by the Judicial Academy, which is recorded in the training management software solution in relation to the total number of judges in the Republic of Serbia; This data is available to the High Council of the Judiciary***FORMULA/EQUATION******The percentage of judges who have undergone the trainings for working in a digital environment/ in relation to the total number of judges x 100*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *2.9* | *4.3* | *6.2* | *6.4* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *15* | *20* | *30* | *40* |
| **Performance Assessment** | *A 5% degree of deviation from the target value will be evaluated as success* |

Indicator 21.The number of administrative bodies that deliver to the Unified electronic mailbox

|  |  |
| --- | --- |
| **Name of indicator** | **The number of bodies that deliver to the Unified electronic mailbox** |
| **Corresponding general, specific objective or measure** | Measure 1.2.2: Improvement of delivery in e-Government |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred
 |
| **Data source for monitoring performance indicators** | e-Government Portal ([https://euprava.gov.rs](https://euprava.gov.rs/)) e-Delivery subsystem |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the total number of authorities that deliver to the Unified electronic mailbox. The number is taken from the e-Delivery system.E-Delivery is a service on the e-Government Portal that enables the delivery of acts, notices and other documents in electronic form to natural and legal persons and administrative bodies.***FORMULA/EQUATION******Total number of bodies that deliver to the unified electronic mailbox*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
|  |  |  | *13* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *13* | *20* | *100* | *300* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

**Specific objective 1.3: Increasing the availability of e-Government to citizens and businesses by improving customer services**

Indicator 22. EU e-Government benchmark - Key Catalysts dimension

|  |  |
| --- | --- |
| **Name of indicator** | **EU e-Government benchmark - Key Catalysts dimension** |
| **Corresponding general, specific objective or measure** | Specific objective 1.3: Increasing the availability of e-Government to citizens and businesses by improving customer services |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Index point
 | * + A higher value is preferred
 |
| **Data source for monitoring performance indicators** | International indicatorThe result of the EU e-Government Benchmark Report: e-Government Benchmark Report for the Key Catalysts indexData for the period after 2020: <https://digital-agenda-data.eu/datasets/e-gov-2020/indicators>Data for the period before 2020: <https://digital-agenda-data.eu/datasets/e-gov/indicators> |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | Q4 of the current year for two previous calendar years |
| **Short description of indicators and calculation methodology****(formula/equation)** | *The indicator measures: enabling reliable electronic administrative procedures, i.e. the way for conducting: electronic identification, electronic submission of requests, processing, creation of documents in electronic form and electronic delivery.****FORMULA/EQUATION******Transparency of service delivery + eID + e-Documents + Authentic sources + Cross-border online availability + Cross-border eID + Cross border e-Documents*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *21.4* | *23.9* | *28.1* | *43* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *54* | *56* | *60* | *65* |
| **Performance Assessment** | Up to 1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 23. EU e-Government benchmark - User centricity dimension

|  |  |
| --- | --- |
| **Name of indicator** | **EU e-Government benchmark - User centricity dimension**  |
| **Corresponding general, specific objective or measure** | Measure 1.3.1: Improvement of the e-Government Portal and other software solutions |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Index point
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | International indicatorThe result of the EU e-Government Benchmark Report: e-Government Benchmark Report for the index KeyData for the period after 2020: <https://digital-agenda-data.eu/datasets/e-gov-2020/indicators>Data for the period before 2020: <https://digital-agenda-data.eu/datasets/e-gov/indicators> |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | Q2 of the current year for two previous years |
| **Short description of indicators and calculation methodology****(formula/equation)** | *The indicator measures: enabling electronic administrative procedures, i.e. the way for conducting electronic services as follows: Online availability, adaptability to mobile devices, customer support.****FORMULA/EQUATION******(Online availability + Mobile Friendliness + Customer service benchmarking)***  |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *65* | *68.4* | *70.1* | *78* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *77* | *80* | *85* | *87* |
| **Performance Assessment** | Up to 1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 24. Local e-Government Index (LEI)

|  |  |
| --- | --- |
| **Name of indicator** | **Local e-Government Index (LEI)** |
| **Corresponding general, specific objective or measure** | Measure 1.3.1: Improvement of the e-Government Portal and other software solutions |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | National indicator The result of NALED's Report on the e-Government development level of local self-government units: Local e-Government Index (LEI)Data are published on the portal [www.lei.rs](http://www.lei.rs) |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | Q2 of the current year for two previous years |
| **Short description of indicators and calculation methodology****(formula/equation)** | The *indicator* measures digitalisation degree in the 10 most used procedures of physical and legal entities under the jurisdiction of local self-governments, and also measures human resources, representation and quality of electronic services, methods of inclusion of citizens in the work of LSGUs, development of e-Government infrastructure, etc.The LEI composite indicator consists of 2 indices:1st index: PREREQUISITES OF e-GOVERNMENT - KE (key enablers) contains two composite parameters: a. IT infrastructure – ITInf = H + R b. HUMAN RESOURCES AND COMPETENCES (Human Resources & Competencies) - HRC = HRCp + TSk + eGT + eCC2nd index: e-SERVICES - eS (electronic service) contains two composite parameters: a. QUALITY – Q = Sph + Ef + eID + Sc b. ACCESSIBILITY A = P + I + E + T + O + UE\**Abbreviations: H (Hardware), R (Register), HRCp (HR Capacity), TSk (IT Technical skills), eGT (e-Government Training), еCC (е-Customer Capacity), Sph (Sophisticated), Ef (efficiency), eID (Electronic IDentification), Sc (Security), P (Participate), T (Transparency), O (Openness), I (Information), E (Education), UE (User Experience)****FORMULA/EQUATION******LEI = KE + eS*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
|  | */* | */* | *10* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *25* | *30* | *35* | *40* |
| **Performance Assessment** | Up to 1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 25. The number of submissions sent via the e-Government Portal in a calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **The number of submissions sent via the e-Government Portal in a calendar year** |
| **Corresponding general, specific objective or measure** | Measure 1.3.1: Improvement of the e-Government Portal and other software solutions |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | e-Government Portal Statistics([https://euprava.gov.rs](https://euprava.gov.rs/)) |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector  |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The total number of submissions sent through the e-Government Portal using developed electronic services is downloaded from the e-Government Portal records.***FORMULA/EQUATION******The total number of submissions sent to the competent authorities via the e-Government Portal*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *1.350.087* | *589.061* | *2.253.547* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *1.215.767* | *1.500.000* | *1.800.000* | *2.200.000* |
| **Performance Assessment** | Up to 5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 26. The percentage of compliance of the e-Government Portal functionalities with accessibility standards

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of compliance of the e-Government Portal functionalities with accessibility standards** |
| **Corresponding general, specific objective or measure** | Measure 1.3.1: Improvement of the e-Government Portal and other software solutions |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Result of the Report from the self-assessment software solutionwww.samoocenjivanje.gov.rs of state administration bodies, autonomous provinces and local self-government units |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector  |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | In accordance with the [Decree on detailed conditions for the creation and maintenance of web presentations of authorities](http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/uredba/2018/104/5/reg) on an annual level, the Office for Information Technologies and e-Government enables self-assessments of web presentations of **state administration bodies, autonomous provinces and local self-government units** through a software solution available at www.samoocenjivanje.gov.rs. Web presentation accessibility is one of the parameters. The verification of assessments is carried out by the Office for Information Technologies and e-Government. Measuring Accessibility includes the following criteria: * The home page of the presentation (or the first page that is not an intro) and one page chosen by the assessor undergo e-Accessibility validation (no errors in CSS or HTML code).
* There is navigation through the entire presentation using <Tab> keys and it is visually noticeable.
* All documents on the web presentation that are offered for download are in readable format. There are no scanned documents in the image format.
* Downloadable documents are offered in several formats (pdf, doc, rtf, txt, odt, etc.).
* Images and photos on the web presentation have alternative text.
* There is a scalable presentation zoom functionality.

***FORMULA/EQUATION******100 \* Number of points for the Accessibility obtained after assessment / total number of points assigned to Accessibility = %*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *0* | *70* | *70* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *75* | *85* | *90* | *100* |
| **Performance Assessment** | Up to ±2% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 27. The number of services rendered on the e-Government Portal in a calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **The number of services rendered on the e-Government Portal in a calendar year** |
| **Corresponding general, specific objective or measure** | Measure 1.3.1: Improvement of the e-Government Portal and other software solutions |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | The result of the Report from the Service records from the e-Government Portal statistics (https://euprava.gov.rs) |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted at the date of request of authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The total number of services posted on the e-Government Portal, which is kept in the service records within the e-Government Portal statistics***FORMULA/EQUATION******The total number of services on the e-Government Portal intended for citizens + business + authorities carried out in a calendar year*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *20* | *140* | *200* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *210* | *215* | *220* | *230* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 28. The percentage of users rating their user experience as positive for services on the e-Government Portal

|  |  |
| --- | --- |
| **Name of indicator** | **The percentage of users rating their user experience as positive for services on the e-Government Portal** |
| **Corresponding general, specific objective or measure** | Measure 1.3.1: Improvement of the e-Government Portal and other software solutions |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Results of a Report based on the survey conducted on the e-Government Portal (https://euprava.gov.rs) |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the percentage of users rating their user experience as positive (through a survey) for the services on the e-Government Portal. At the moment of reporting, a report is created and the percentage of users who have responded positively is calculated out of the total number of users who have filled out the questionnaire.***FORMULA/EQUATION******100 \* Number of users who rated their user experience as positive/ Total number of users who evaluated the user experience of providing services on the e-Government Portal = %*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | */* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| */* | */* | *30* | *50* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 29. Number of services with customer support through the Contact Centre

|  |  |
| --- | --- |
| **Name of indicator** | **Number of services with customer support through the Contact Centre** |
| **Corresponding general, specific objective or measure** | Measure 1.3.2: Providing support to e-Government users |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | The result of the Report from the records of services for which the Contact Centre support is provided through various communication channels from the Contact Centre records |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the total number of services for which support is provided or data taken from the Contact Centre records. Support is provided through the following communication channels:* + E-mail message
	+ Phone call – **011/ 30 50 570**
	+ Document/Office

***FORMULA/EQUATION******The total number of services provided by the Contact Centre in a calendar year*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | *29* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *250* | *280* | *300* | *350* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 30. The number of customer inquiries handled by the contact centre

|  |  |
| --- | --- |
| **Name of indicator** | **The number of resolved customer inquiries handled by the contact centre** |
| **Corresponding general, specific objective or measure** | Measure 1.3.2: Providing support to e-Government users |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Result of a report from inquiry log in contact centre support system |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the total number of inquiries processed by the Contact Centre through the following communication channels:* + E-mail
	+ Phone call – **011/ 30 50 570**
	+ Document/Office

***FORMULA/EQUATION******The total number of processed user inquiries from the specified communication channels in a calendar year***  |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | *100.000* | *250.000* | *400.000* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *432.143* | *500.000* | *550.000* | *600.000* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 31. Total number of registered users on the Electronic Identification Portal (eid.gov.rs)

|  |  |
| --- | --- |
| **Name of indicator** | **Total number of registered users on the Electronic Identification Portal (eid.gov.rs)** |
| **Corresponding general, specific objective or measure** | Measure 1.3.3: Affirmation of e-Government (raising awareness of civil servants and citizens about the importance of digitalisation and strengthening trust in electronic services) |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Percentage
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Result of the Report from the Electronic Identification Portal (eid.gov.rs) |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | *Report from the electronic identification system (eID) through which service users are authenticated on the e-Government Portal****FORMULA/EQUATION******Total number of registered users in the electronic identification system*(eid.gov.rs)** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | *1.050.000* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *1.405.460**up to 29/06/2022* | *2.100.000* | *2.600.000* | *3.500.000* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 32. The number of parameters issued for the СonsentID mobile application (the number of registered users using the high-trust scheme)

|  |  |
| --- | --- |
| **Name of indicator** | **The number of parameters issued for the СonsentID mobile application (the number of registered users using the high-trust scheme)** |
| **Corresponding general, specific objective or measure** | Measure 1.3.3: Affirmation of e-Government (raising awareness of civil servants and citizens about the importance of digitalisation and strengthening trust in electronic services) |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | e-Government Portal (<https://euprava.gov.rs>)eID system statistics, which is a part of the e-Government Portal |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The number of parameters issued for theConsentID mobile application at one of the registration bodies’ counters (Office for Information Technologies and e-Government) actually shows the number of registered e-Government service users registered bya high-reliability scheme.***FORMULA/EQUATION******Total number of parameters issued for the* ConsentID *mobile application*** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | *36.159* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *24.280**up to 29/06/2022* | *50.000* | *65.000* | *75.000* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

**Specific objective 1.4: Data opening in public administration**

Indicator 33. Number of resources available on the Open Data Portal

|  |  |
| --- | --- |
| **Name of indicator** | **Number of resources available on the Open Data Portal** |
| **Corresponding general, specific objective or measure** | Specific objective 1.4: Data opening in public administration |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Open Data Portal Report <https://data.gov.rs/sr/> |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the number of available resources obtained from the Open Data Portal statisticsResources represent all data files that are uploaded within a field or topic. One resource is one data file in a machine-readable, open format or one link.***FORMULA/EQUATION******The total number of available resources on the Open Data Portal* (https://data.gov.rs/sr/), the numbers are calculated and entered cumulatively** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *1288* | *3154* | *3647* | *4646* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *5995* | *6500* | *7200* | *8000* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 34. Number of Open Data Portal visits

|  |  |
| --- | --- |
| **Name of indicator** | **Number of Open Data Portal visits** |
| **Corresponding general, specific objective or measure** | 1.4: Data opening in public administration |
| **Type and level of indicator** | * Quantitative
 | * Outcome indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Google Analytics, Matomo (GPL License) free web analytics software platform |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator is the total number of visits to the Open Data Portal, taken from Google Analytics and Matomo statistics. ***FORMULA/EQUATION******The total number of visits on the Open Data Portal* (https://data.gov.rs/sr/), the numbers are calculated and entered cumulatively from the above reports.** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| */* | */* | */* | *224.000* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *285.795* | *300.000* | *335.000* | *400.000* |
| **Performance Assessment** | Up to ±10% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 35. Number of authorities sharing/publishing open data on the Open Data Portal

|  |  |
| --- | --- |
| **Name of indicator** | **Number of authorities[[34]](#footnote-34) sharing/publishing open data on the Open Data Portal**  |
| **Corresponding general, specific objective or measure** | Measure 1.4.1: Ensuring the implementation of the open data legislative framework |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Open Data Portal Report <https://data.gov.rs/sr/> |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data is publicly available |
| **Short description of indicators and calculation methodology****(formula/equation)** | The indicator represents the number of authorities publishing open data on the Open Data Portal***FORMULA/EQUATION******The total number of authorities sharing/publishing open data on the Open Data Portal* (https://data.gov.rs/sr/), the numbers are calculated and entered cumulatively** |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *16* | *26* | *37* | *77* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *83* | *100* | *115* | *130* |
| **Performance Assessment** | Up to ±5% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 36. Number of organised hackathons, datathons, open data weeks and open data challenges in a calendar year

|  |  |
| --- | --- |
| **Name of indicator** | **Number of organised hackathons, datathons, open data weeks and open data challenges in a calendar year** |
| **Corresponding general, specific objective or measure** | Measure 1.4.2: Support to open data usage |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Report of the Office for Information Technologies and e-Government on the implemented activities |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | *The indicator is a number obtained from the Report maintained by the Office on the activities carried out in the field of open data, in a calendar year for which the indicator is measured.* |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Target value* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
| *2* | *4* | *6* | *8* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *10* | *14* | *20* | *25* |
| **Performance Assessment** | Up to ±1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 37. Number of authorities supported for opening and/or reuse of open data

|  |  |
| --- | --- |
| **Name of indicator** | **Number of authorities**[[35]](#footnote-35) supported for opening and/or reuse of open data |
| **Corresponding general, specific objective or measure** | Measure 1.4.2: Support to open data usage |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Report on trainings and other types of support of the Office for Information Technologies and e-Government |
| **Name of the data collection implementer** | Office for Information Technologies and e-GovernmentOrganisational unit: Digitalisation Standards Sector |
| **Data collection frequency** | The data are available in the first quarter of the current calendar year for the previous calendar year (from 1 January to 31 December), and if necessary, they are submitted upon request by authorised persons of the RoS Government. |
| **Short description of indicators and calculation methodology****(formula/equation)** | *The indicator is the number obtained from the Report of the Office for Information Technologies and e-Government on the implemented, based on the records kept by the office on the activities carried out in the field of open data.* |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018.* | *2019.* | *2020.* | *2021.* |
| */* | */* | */* | */* |
| **Data on target values** | *2022.* | *2023.* | *2024.* | *2025.* |
| *28* | *38* | *50* | *62* |
| **Performance Assessment** | Up to ±1% deviation from the projected target value for the indicated calendar year is considered successful. |

Indicator 38. The number of LSGUs for which the readiness analysis for the implementation of the "smart city" concept was conducted

|  |  |
| --- | --- |
| **Name of indicator** | **The number of LSGUs for which the readiness analysis for the implementation of the "smart city" concept was conducted** |
| **Corresponding general, specific objective or measure** | Measure 1.4.3: Introduction of the "smart city" concept |
| **Type and level of indicator** | * Quantitative
 | * Result indicator
 |
| **Measurement unit and nature** | * + Number
 | * + A higher value is preferred.
 |
| **Data source for monitoring performance indicators** | Report on the introduction of the smart city concept in the Municipalities of Šid, Bečej and Petrovac na Mlavi |
| **Name of the data collection implementer** | Ministry of Public Administration and Local Self-GovernmentOrganisational unit: Department for unified and e-Government |
| **Data collection frequency** | Once a year, in the Q1 of the current year for the previous calendar year |
| **Short description of indicators and calculation methodology****(formula/equation)** | In the first quarter of 2023, analysis of the application of the smart city concept is envisaged to be performed in three municipalities in the Republic of Serbia within the donation of the Government of the Republic of Korea. The target values show the sum of new analyses performed over one calendar year and are not added to previous calendar years. |
| **Data on the baseline value and the year of measuring, and on the trend in the past** | *Trend in the past* | *Baseline value* |
| *2018* | *2019* | *2020* | *2021* |
|  |  |  | *0* |
| **Data on target values** | *2022* | *2023* | *2024* | *2025* |
| *0* | *3* | *1* | *1* |
| **Performance Assessment** |  |

#

# FINAL PART

The programme will be published on the Government's website, on the e-Government Portal and on the website of the Ministry of Public Administration and Local Self-Government.

This programme shall be published in the "Official Gazette of the Republic of Serbia".

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In Belgrade, April 20th 2023

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#  LIST OF ACRONYMS

|  |  |
| --- | --- |
| AI | Administrative Inspectorate |
| AP | Action Plan |
| API | Application Programmable Interface  |
| APV | Autonomous Province of Vojvodina |
| B2B | Business to Business  |
| BV  | Baseline Value |
| CEOP | Central Registry of Unified Procedures |
| CERT  | Centre for Security of ICT Systems within Authorities |
| CFPIS | Child and Family Protection Information System |
| CROSO | Central Registry of Compulsory Social Insurance |
| DC | Data Centre |
| DC | Domain Controller |
| DMS | Document Management System  |
| e-ID | Electronic Identification  |
| e-Procedures | Electronic procedures |
| e-Services | Electronic Services |
| e-Taxes | Portal is a collection of electronic services of the Republic of Serbia Tax Administration |
| e-ZUP | Electronic Data Exchange Information System of all public administration bodies (e-LGAP - Law on General Administrative Procedure) |
| EDGe | Enabling Digital Governance - World Bank funded Project  |
| EGDI | E-Government Development Index  |
| EID | Electronic Identification |
| EIDAS | Electronic Identification, Authentication and Trust Services  |
| EU | European Union |
| G2B | Government to Business  |
| G2G | Government to Government  |
| GDPR  | General Data Protection Regulation  |
| GIS | Geographic Information System |
| GIS | Geodetic-Cadastral Information System |
| GNP | Gross National Product |
| GSB | Government Service Bus |
| GTFS  | General Transit Feed Specification  |
| ICT | Information and Communications Technology |
| IPA | Instrument for Pre-Accession Assistance  |
| IS | Information System |
| ISI | Information Security Inspection  |
| ISKN | Integrated System for Real Estate and Property Rights Registration |
| IT | Information Technology |
| ITA | Decision on general rules on instant transfer approvals |
| ITE | Office for Information Technologies and e-Government |
| ITIL | Information Technology Infrastructure Library  |
| JA | Judicial Academy |
| LEB | Law on Electronic Document, Electronic Identification and Trust Services in Electronic Business (Law on e-Business) |
| LEG | Law on e-Government |
| LEI | Local e-Governance Index |
| LGAP  | Law on General Administrative Procedure |
| LOF | Law on Foreigners |
| LPDP | Law on Personal Data Protection |
| LPS | Law on the Planning System  |
| LSGU | Local Self-Government Unit |
| LUPIN | Law on Unique Personal Identification Number |
| MAFWM | Ministry of Agriculture, Forestry and Water Management |
| MCTI | Ministry of Construction, Transport and Infrastructure  |
| ME | Microsoft Exchange  |
| MIT | Ministry of Information and Telecommunications |
| MoD | Ministry of Defence |
| MoE | Ministry of Economy |
| MoF | Ministry of Finance |
| MoH | Ministry of Health |
| MoI | Ministry of the Interior |
| MoJ | Ministry of Justice |
| MoLEVSA | Ministry of Labour, Employment, Veteran and Social Affairs |
| MPALSG | Ministry of Public Administration and Local Self-Government |
| MPI | Ministry for Public Investment |
| MSP | Microsoft Share Point  |
| NALED | National Alliance for Local Economic Development |
| NAPA | National Academy for Public Administration |
| NBS | National Bank of Serbia |
| NES | National Employment Service |
| NIS Directive | Directive on Security of Network and Information Systems  |
| NOC | Network Operation Centre  |
| NRP | Notary Rules of Procedure |
| NSDI | National Spatial Data Infrastructure |
| OCDS  | Open Contracting Data Standards  |
| OECD-SIGMA | Organisation for Economic Co-operation and Development – Support for Improvement in Governance and Management  |
| OGP | Open Government Partnership  |
| OSI | Online Service Index  |
| PA | Public Administration |
| PAR | Public Administration Reform  |
| PARS | Public Administration Reform Strategy |
| PATEM | Judicial Academy Training Management System |
| PNC | Public Notary Chamber |
| POS | Point of Sale  |
| PPD | Public Policy Documents |
| PPS | Public Policy Secretariat |
| PааS | Platform as a Service  |
| RATEL | Regulatory Agency for Electronic Communications and Postal Services |
| RGA | Republic Geodetic Authority |
| RNIDS | Serbian National Internet Domain Registry Foundation |
| SAB | State Administration Bodies |
| SAP | Single Administrative Point |
| SBRA | Serbian Business Registers Agency |
| SCC | Serbian Chamber of Commerce |
| SCTM | Standing Conference of Towns and Municipalities |
| SIS | Schengen Information System  |
| SKIP | Serbian-Korean Information Access Centre |
| SOC | Security Operation Centre  |
| SORS | Statistical Office of the Republic of Serbia |
| SPDIF | Serbian Pension and Disability Insurance Fund |
| SPI | Social Protection Institutions  |
| SPIS | Social Protection Information System |
| SааS | Software as a Service  |
| TA | Treasury Administration |
| TARS | Tax Administration of the Republic of Serbia |
| TII | Telecommunication Infrastructure Index  |
| TV | Target Value |
| UIC | Single e-Government Information and Communications Network |
| UN | United Nations |
| UNDP | United Nations Development Programme  |
| UPIN | Unique Personal Identification Number |
| USD | United States Dollar  |
| VAT | Value Added Tax |
| WB | World Bank  |
| ZORAT | Law on Republic Administrative Fees |

1. The analysis on the format of public policy documents, carried out within the EU-funded project Support to Public Administration Reform under the PAR Sector Reform Contract includes planning, with a proposal of the type and format of the public policy document used for planning the development of e-Government in the period 2020-2022, link: <http://mduls.gov.rs/publikacije/> [↑](#footnote-ref-1)
2. External *ex post* analysis of the e-Government Development Programme 2020-2022, Support to Public Administration Reform under the PAR Sector Reform, *EuropeAid/137928/DH/SER/RS*, link to the document:

<https://mduls.gov.rs/wp-content/uploads/EX-POST-ANALIZA-PROGRAMA-RAZVOJA-ELEKTRONSKE-UPRAVE-U-REPUBLICI-SRBIJI-2020-2022.-GODINE.pdf> [↑](#footnote-ref-2)
3. Decision establishing a working group for ex-post impact assessment, performance evaluation and amendments to the e-Government Development Programme in the Republic of Serbia for 2020-2022 with the Action plan for its implementation for 2023-2025, number: 021-02-861/2021-07 dd 19 November 2021. The following institutions were represented in the Working Group: MPALSG, Prime Minister’s Office, Ministry of Finance, Ministry of Economy, Ministry of Environmental Protection, Ministry of Mining and Energy, Ministry of Trade, Tourism and Telecommunications, Ministry of Foreign Affairs, Ministry of Education, Science and Technological Development, Ministry of the Interior, Ministry of European Integration, Ministry of Labour, Employment, Veteran and Social Affairs, Ministry of Culture and Information, Ministry of Family Welfare and Demography, Office for Information Technologies and e-Government, Public Policy Secretariat, National Academy of Public Administration, Republic Geodetic Authority, Ministry of Innovation and Technological Development, NALED, United Nations Development programme - UNDP, European Policy Centre - CEP, SCTM, Chamber of Commerce, and SBRA. [↑](#footnote-ref-3)
4. Article 1, paragraph 1 The Law on e-Government ("Official Gazette of RS", 27/2018) stipulates that this law applies to state bodies and organisations, bodies and organisations of provincial autonomy, bodies and organisations of local self-government units, institutions, public enterprises, special regulatory bodies, as well as legal and natural persons entrusted with public powers.

Link: <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2018/27/4/reg> [↑](#footnote-ref-4)
5. Government of the Republic of Serbia Programme of the Prime Minister candidate, Ana Brnabić, 25 October 2022, link to the document: <https://media.srbija.gov.rs/medsrp/dokumenti/ana-brnabic-ekspoze-1022_cyr.pdf> [↑](#footnote-ref-5)
6. Conclusion of the RS Government 05 number: 345 – 11418/2013 [↑](#footnote-ref-6)
7. Programme for Improving Public Policy Management and Regulatory Reform 2021-2025, ("Official Gazette of RS", No. 113/2021-3); link to the document: <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/drugiakt/2021/113/1/reg> [↑](#footnote-ref-7)
8. Conclusion adopting the Action Plan for the implementation of the Open Government Partnership Initiative in the Republic of Serbia for 2020-2022. ("Official Gazette of the RS", number 157/20), link to the document: <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/zakljucak/2020/157/1> [↑](#footnote-ref-8)
9. „What is an Open Government Partnership Initiative?”, е-Consultations; link: <https://ekonsultacije.gov.rs/ogpPage/1> [↑](#footnote-ref-9)
10. „Open Government Partnership Initiative”, MPALSG; link: <http://mduls.gov.rs/reforma-javne-uprave/unapredjenje-transparentnosti-uprave/partnerstvo-za-otvorenu-upravu/?script=lat> [↑](#footnote-ref-10)
11. EU Regulation 2016/679 *General Data Protection Regulation*); link:

<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32016R0679&from=EN> [↑](#footnote-ref-11)
12. Law on Social Card is a precondition for the functioning of the Social Card Register and connection with external databases, i.e. records of other authorities and institutions. [↑](#footnote-ref-12)
13. Law on Amendments to the Law on Agriculture and Rural Development is the basis for the functioning of e-agrar platform. [↑](#footnote-ref-13)
14. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, the EU e-Government Action Plan 2016-2020 – Accelerating the Digital Transformation of Government (COM(2016)179 final), 2016 , the link: <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52016DC0179&from=EN> [↑](#footnote-ref-14)
15. Ministerial Declaration on e-Government - the Tallinn Declaration; 2017), European Commission: <https://digital-strategy.ec.europa.eu/en/news/ministerial-declaration-egovernment-tallinn-declaration> [↑](#footnote-ref-15)
16. Regulation 2016/679/EU of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), link <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32016R0679&from=EN> [↑](#footnote-ref-16)
17. *еIDAS* regulation 910/2014/EC, link: <https://ec.europa.eu/futurium/en/system/files/ged/eidas_regulation.pdf> [↑](#footnote-ref-17)
18. Monitoring Report for Serbia, OECD-SIGMA, 2021 link to the document: <https://www.sigmaweb.org/publications/Monitoring-Report-2021-Serbia.pdf> [↑](#footnote-ref-18)
19. Methodology for measuring user satisfaction with e-Government services, their quality, efficiency and use from the perspective of gender equality, UNDP and PwC, 2021 [↑](#footnote-ref-19)
20. Statistical Office of the Republic of Serbia, Use of information and communication technologies in the Republic of Serbia, 2021, p. 25 <https://publikacije.stat.gov.rs/G2021/Pdf/G202116016.pdf> [↑](#footnote-ref-20)
21. 2021 Annual report on the implementation of the Public Administration Reform Strategy for 2021-2030, (2022), MPALSG, link: <https://monitoring.mduls.gov.rs/downloadFile/?id=11552&type=doc> [↑](#footnote-ref-21)
22. *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, the EU e-Government Action Plan 2016-2020 – Accelerating the Digital Transformation of Government (COM(2016)179 final), 2016 , the link:* <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52016DC0179&from=EN> [↑](#footnote-ref-22)
23. Gov.Tech incubator, information available at: [GovTech Incubator - First Information Session | Joinup (europa.eu)](https://joinup.ec.europa.eu/collection/innovative-public-services/event/govtech-incubator-first-information-session) [↑](#footnote-ref-23)
24. Handbook for public policies costing, EU4PAR, July 2020, link to the document: <https://rsjp.gov.rs/wp-content/uploads/Prirucnik-za-utvrdjivanje-troskova-javnih-politika-i-propisa.pdf> [↑](#footnote-ref-24)
25. Decision on the establishment of the Public Administration Reform Council, ("Official Gazette of RS", No. 56/2021-4); link: <https://monitoring.mduls.gov.rs/strukture/savet-za-reformu-javne-uprave.html> [↑](#footnote-ref-25)
26. *Ex-post* impact assessment of the e-Government Development Programme in the Republic of Serbia for 2020-2022, link: <http://mduls.gov.rs/wp-content/uploads/EX-POST-ANALIZA-PROGRAMA-RAZVOJA-ELEKTRONSKE-UPRAVE-U-REPUBLICI-SRBIJI-2020-2022.-GODINA.docx> [↑](#footnote-ref-26)
27. Inter-Ministerial project group, news at the link: [ОМТ : INTER-MINISTERIAL PROJECT GROUP (mduls.gov.rs)](https://monitoring.mduls.gov.rs/strukture/medjuministarska-projektna-grupa.html) [↑](#footnote-ref-27)
28. Decision establishing a working group for *ex-post* impact assessment, performance evaluation and amendments to the e-Government Development Programme in the Republic of Serbia for 2020-2022 with the Action plan for its implementation (Official Gazette of RoS, No. 82/20) for 2023-2025, number: 021-02-861/2021-07 dd 19 November 2021. The following institutions were represented in the Working Group: MPALSG, Prime Minister’s Office, Ministry of Finance, Ministry of Economy, Ministry of Environmental Protection, Ministry of Mining and Energy, Ministry of Trade, Tourism and Telecommunications, Ministry of Foreign Affairs, Ministry of Education, Science and Technological Development, Ministry of the Interior, Ministry of European Integration, Ministry of Labour, Employment, Veteran and Social Affairs, Ministry of Culture and Information, Ministry of Family Welfare and Demography, Office for Information Technologies and e-Government, Public Policy Secretariat, National Academy of Public Administration, Republic Geodetic Authority, Ministry of Innovation and Technological Development, NALED, United Nations Development programme - UNDP, European Policy Centre - CEP, SCTM, Chamber of Commerce, and SBRA. [↑](#footnote-ref-28)
29. The meetings were held on 2, 3, 20 and 21 June 2022. [↑](#footnote-ref-29)
30. Article 1, paragraph 1, of the Law on e-Government ("Official Gazette of the RS", No. 27/18), stipulates to which authorities the Law applies: *This law governs the administration of* ***state bodies and organisations, bodies and organisations of provincial autonomy, bodies and organisations of local self-government units, institutions, public companies, special bodies exercising the regulatory function and legal and natural persons entrusted with public powers (hereinafter: authority)*** *by means of information and communication technologies, i.e. conditions for establishing, maintaining and using interoperable information and communication technologies of the authority (hereinafter: e-Government).* [↑](#footnote-ref-30)
31. Article 1, paragraph 1, of the Law on e-Government ("Official Gazette of the RS", No. 27/18), stipulates to which authorities the Law applies: *This law governs the administration of* ***state bodies and organisations, bodies and organisations of provincial autonomy, bodies and organisations of local self-government units, institutions, public companies, special bodies exercising the regulatory function and legal and natural persons entrusted with public powers (hereinafter: authority)*** *by means of information and communication technologies, i.e. conditions for establishing, maintaining and using interoperable information and communication technologies of the authority (hereinafter: e-Government).* [↑](#footnote-ref-31)
32. In accordance with the Decree on Office Management ("Official Gazette of RS", No. 21/20, 32/21), the concept of an electronic office was replaced by the term Office (Article 4. of the Decree). "**Through the software solution called Office**, the authority performs office management activities in accordance with this regulation and the regulations governing its operation and actions in the procedures within its competence. The Office referred to under paragraph 1 hereto, as well as the Document Management System, shall be established and technically maintained by the Government agency responsible for the design, harmonisation, development and functioning of the e-Government system (hereinafter: Government Agency). The Office and Document Management System allows participants tracking the case progress by assigning the case appropriate statuses that are joined by a qualified time stamp.”). [↑](#footnote-ref-32)
33. The term authority means state bodies and organisations, bodies and organisations of provincial autonomy, bodies and organisations of local self-government units, institutions, public companies, special bodies exercising the regulatory function and legal and natural persons entrusted with public powers by means of information and communication technologies, in accordance with Article 1 of the Law on e-Government (Official Gazette RS No. 27/18), <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/skupstina/zakon/2018/27/4/reg>, [↑](#footnote-ref-33)
34. Article 1, paragraph 1, of the Law on e-Government ("Official Gazette of the RS", No. 27/18), stipulates to which authorities the Law applies: *This law governs the administration of* ***state bodies and organisations, bodies and organisations of provincial autonomy, bodies and organisations of local self-government units, institutions, public companies, special bodies exercising the regulatory function and legal and natural persons entrusted with public powers (hereinafter: authority)*** *by means of information and communication technologies, i.e. conditions for establishing, maintaining and using interoperable information and communication technologies of the authority (hereinafter: e-Government).* [↑](#footnote-ref-34)
35. Article 1, paragraph 1, of the Law on e-Government ("Official Gazette of the RS", No. 27/18), stipulates to which authorities the Law applies: *This law governs the administration of* ***state bodies and organisations, bodies and organisations of provincial autonomy, bodies and organisations of local self-government units, institutions, public companies, special bodies exercising the regulatory function and legal and natural persons entrusted with public powers (hereinafter: authority)*** *by means of information and communication technologies, i.e. conditions for establishing, maintaining and using interoperable information and communication technologies of the authority (hereinafter: e-Government).* [↑](#footnote-ref-35)