



EU FOR PAR UNDER THE SECTOR REFORM CONTRACT

The EU for PAR under the Sector Reform Contract project started in 2018 and 2020 is supposed to be its last year. The project first newsletter comes after the project has been underway for almost two years. That means that, while there are still lots of work to be done, significant progress has been made already.

The project supports the Ministry of Public Administration and Local Self-Government in pursuit of the overall PAR, aiming to create a decentralised, professional and modern public administration. That is, public administration that provides high-quality services to citizens and the economy. This newsletter gives a glance at some of the achievements and plans for the next period.

PROJECT IN BRIEF:

The EU for PAR under the Sector Reform Contract project supports the implementation of the new legal framework for evidence-based policy-making and strategic planning. The project provides policy advice, supports the revision or development of new public policy documents related to PAR, and facilitates institutional and human resource capacity building with regards to the enforcement and management of the policy-making reform and PAR in general.



THE PROJECT IS IMPLEMENTED THROUGH FOUR COMPONENTS:

COMPONENT 1

SUPPORT TO POLICY MAKING AND MANAGEMENT PROCESS

The project helps to strengthen the policy-making, consultation and coordination, monitoring and evaluation processes through formulation and elaboration of practical tools for implementation of the Law on the Planning System of the Republic of Serbia and accompanying regulations.

COMPONENT 2

CAPACITY BUILDING FOR IMPLEMENTATION OF THE LAW ON PLANNING SYSTEM AND CHANGE MANAGEMENT

Based on the conducted analysis of the needs for the professional development of civil servants, tailored training programmes are developed and implemented. Through mentoring work and organised workshops, employees of the Public Policy Secretariat, the National Academy for Public Administration and line ministries acquire and improve the skills necessary for the development of effective public policies and their better coordination.

COMPONENT 3

SUPPORT FOR FURTHER DEVELOPMENT OF THE PAR STRATEGIC FRAMEWORK

The project also focuses on the revision of existing and preparation of the new strategic documents for Public Administration Reform. The project supports the development of the PAR Strategy 2030, the formulation of the new Regulatory Reform Programme and new e-Government Programme, (to establish efficient, user-oriented governance in the digital environment, developing the necessary infrastructure and facilitating interoperability).

COMPONENT 4

SUPPORT FOR THE IMPLEMENTATION OF THE PAR SECTOR REFORM CONTRACT

The project provides support for establishing a system for continuous monitoring of the implementation of the planned activities and for developing a functional reporting system on the implementation of PAR under the Sector Budget Support. (Establishing these systems enables the application of the principles of accountability for planned, data-driven decision making and better visibility of the reforms.)

EXTREMELY AMBITIOUS: EU FOR PAR UNDER THE SECTOR REFORM CONTRACT

Peter Vagi, a new Team Leader came into the project picture in February 2019 and has re-energized the project, so a lot of things that were in the pipeline for a while moved ahead intensively.

2019 was busy and intensive in terms of implementing PAR in Serbia. What were the most important developments in the Project context?

I think that the most important development is that – after a slower-than-anticipated start, the Project worked full-steam in 2019. Still, we did not manage to compensate fully for all the time lost at the beginning. Lots of work is still ahead, for example with the finalisation and publication of the tools for the implementation of the Law on the Planning System or with the launch of the large-scale capacity building activities for civil servants on the different aspects of public policy management, impact assessment, Medium-term planning and policy costing. The project context has also changed in 2019 with the close of the external evaluation of the PAR Strategy of Serbia that led to the launch of the work on the development of a new PAR Strategy. The end of the Sector Reform Contract for PAR in 2019 is also a key factor affecting this Project. But the good thing is that – together with our beneficiaries – we managed to utilise the available Project resources so that we are now able to not only deliver against what has been promised, but to react to the emerging new needs also. For example, the Project was able to mobilise additional support for the development of the first few Medium-term plans.

What were the main challenges so far?

One of the main challenge for the project itself is that it is very ambitious. What is planned to be implemented, even if there would not have been any prior delays in the implementation, would be extremely ambitious. And it is also

very diverse. The four pillars with all their main focus points and the complexities and interrelations between these elements are very demanding. The other main challenge, as it also was identified in the evaluation of the PAR Strategy – the administration is extremely overloaded. So their absorption capacities for project support were limited and, of course, as a consequence, there were delays in the implementation of several activities simply because people didn't have enough time to focus on our joint efforts as much as it was necessary or would be ideal in other cases. So, the overload in the one hand and the ambition level on the other were the two main challenges.

Part of the Project is dedicated to the capacity building within the public administration. Training needs analysis is conducted, and training implementation has started but, apart from that, how would you describe the cooperation with beneficiaries?

We have two primary beneficiaries – one is the Public Policy Secretariat, and the other is the Ministry of Public Administration and Local Self-Government. To my luck as a team leader, the cooperation with the beneficiaries is excellent, it is very active and proactive, and the interaction on the different activities, not only during the implementation, but how they are planned and how they are managed, is working well. Everybody is demonstrating strong ownership. Of course, it's not without hiccups. Time pressure is always on the shoulders of our partners in the public administration, so maintaining the focus, keeping the dialogue requires extra efforts. Also, the cooperation within the administration is not as smooth as it would be necessary for such a complex



Peter Vagi is a Hungarian national with more than 15 years of experience on public policy management and PAR. He has worked in a number of senior positions in the Hungarian Prime Minister's Office and Ministry of Justice and Law Enforcement. In 2014, Peter joined the OECD/SIGMA Programme, a joint initiative of the OECD and the EU, where he worked as a Senior Policy Adviser on PAR Strategies, policy making and administrative simplification with SIGMA partners in the Western Balkans and in the European Neighbourhood. He is also the lead author of SIGMA's Toolkit for the preparation, implementation, monitoring, reporting and evaluation of public administration reform and sector strategies: Guidance for SIGMA partners.

project. So the project management needed to utilise its efforts to make sure that everybody is on the same page. But apart from that, I would say that I couldn't be happier with the relationship to our beneficiaries. In addition, I would also like to point out that our relationship with our task manager at the EU Delegation is also very good and the PAR team at the Delegation is helping us a lot to make this Project as successful and effective as possible.

You've been engaged as the Team Leader on the Project for a year now. What were or still are your biggest personal challenges?

I would say that it is still time- and resource management. I have always been overambitious and I have expectations in terms of when we can deliver different things, even if they are just partial or interim outputs of larger activities. So, apparently, it turned out that I'm overoptimistic both in term of how fast our experts and ourselves can deliver and how fast then it can be comprehended and digested by the beneficiaries. ■



A LOT HAS BEEN DONE, SEEMS THAT EVEN MORE IS AHEAD. WHAT ARE THE PROJECT PLANS AND ACTIVITIES FOR 2020?

Project is now going towards its finish in terms of the timeline and, because of the multiple reasons, many of the things which were anticipated to be completely finished by the end of the last year are still in the progress. Although developed, the tools for the implementation of the Law on the Planning System are not published yet. We haven't even started the full scale of the capacity building for the civil servants. We have anticipated that the e-government programme is going to be adopted by the last April, but it is still in the process of finalization and adoption. Those activities have to be finalised. However, the big, big things which will happen this year are related to the strategic framework of the PAR, mostly the PAR Strategy and two corresponding programmes – one is the E-government, and the other one is on Regulatory Reform Strategy, where the project is directly contributing to their development and indirectly contributes to the public financial management programme.

MILESTONE ACHIEVED: EVALUATION IS ONE OF THE KEYS FOR MODERNISING PUBLIC POLICY MANAGEMENT

I think that one of the main results of the project so far has been the independent evaluation of the PAR Strategy – for the first time, the Serbian government took full responsibility for commissioning and managing an evaluation of one of its major strategies, in accordance with international standards, says Thomas Kerscher, Project Key Expert for Public Administration Reform.

The evaluation not only paved the way to the development of a new PAR strategy, but the process of its implementation also led to a number of lessons learned that can be of use for planning and managing future assessments and evaluations successfully in the Serbian context.

The evaluation of the Serbian PAR Strategy was the first independent external evaluation of a government strategy in Serbia. In brief, what were the results of the evaluation?

One of the main lessons learned is that critical decisions about an evaluation are usually made during the planning and preparation of an evaluation. Since resources are always scarce, evaluations can never cover all aspects of a given policy. Hence a substantial amount of time should be invested to define and agree on the specific purpose of an evaluation. The PAR evaluation has also been a milestone for modernizing public policy management in Serbia. It has demonstrated the commitment of the administration to complete the full policy cycle by learning from past successes and weaknesses in formulating and addressing key challenges facing the Serbian society and, where necessary, adjust or reformulate objectives. In my view, what is essential about independent evaluations is that bringing in an outside perspective allows for a more objective review of the management of reforms. The evaluation report is on the website of the Ministry of Public Administration and Local Self-Government and fully accessible to everybody.

In its reports for Serbia, both the European Commission and SIGMA reiterated the need for strengthening the capacity for monitoring and evaluation. The objection was that the Government monitoring reports and ministries' strategy monitoring reports should measure achievements against stated objectives rather than report on implemented activities. The online monitoring tool (OMT) has been developed with support from the project with this intention in mind. Can you please, describe its purpose?

Proper monitoring is a universal need. The increasing globalisation over the past thirty

years, despite its benefits, has left countries around the world exposed to more frequently shifting outside influences. As a result, the hierarchies of the administrations need to be able to respond much more flexibly and rapidly to external threats and opportunities, but without sacrificing transparency, stakeholder involvement and evidence-based decision-making. The OMT is a continuation of efforts that we have seen over the past couples of years. The monitoring of the PAR strategy, for instance, has steadily improved. Through the OMT, monitoring information now becomes even more easily accessible to interested parties, such as NGOs, research organisations, and society at large, and thus facilitate decision-making. I believe that in future the OMT can be rolled out also to accommodate other related strategies and plans, to develop a more comprehensive analytical basis for inclusive and efficient policymaking.

Based on the findings of the external PAR evaluation, in agreement with the MPALSG, the Project is supporting the development of a new PAR Strategy. What is the plan in this regard?

The Serbian authorities have gathered a lot of knowledge in recent years, from which the development of the new PAR Strategy will undoubtedly benefit. We have now also a comprehensive legal framework for policymaking in place, which provides more guidance for strategy development. The development of the new PAR Strategy has started with a formal kick-off in October 2019 and will continue throughout 2020 in an inclusive fashion. All stakeholders are and will be involved in carrying out analyses, contributing their expertise and ideas, and voicing their expectations, to make sure the strategy will respond to current and future needs. It will most probably cover the period up to 2030 and be aligned with other related policy documents, to maximise synergies between them.

Component IV, for which you are in charge, aims to improve the mechanisms for monitoring and to coordinate the implementation of the PAR strategy and the management of the PAR Sector Reform Contract (SRC), by strengthening the capacity of those two

mechanisms and integrate them to the extent possible. Sounds a bit abstract. Can you explain what is to be done?

As far as monitoring is concerned, you have already mentioned one practical instrument, namely the OMT, which provides data for both the implementation of the PAR strategy and the management of the PAR Sector Reform Contract (SRC). But co-ordination between different instruments and activities is always challenging, because it is usually voluntary. At least in democratic countries, you cannot force organisations or people to coordinate with each other if they don't want to, or they don't have an incentive to do so, or they don't have or are not actively seeking access to information. Improving the coordination is an intricate problem, and in my experience, it's best placed in the context of planning - people are usually more relaxed, don't need to focus so much on guarding their interests or resolving conflicts, but can focus more on finding out where agreement already exists and what is doable. In practical terms, I think that in future what we should aim for is to reduce the number of the steering mechanism and reporting obligations, because people are incredibly overloaded with work. Reporting standards should be harmonised so that limited capacities are not overloaded with different kinds of reporting formats.

Finally, what were your most significant personal challenges related to Project implementation in the last two years?

A typical challenge for consultants is that they are asked to propose some actions, and in many cases these actions may have already been discussed earlier and discarded because they were not practical or they were not believed to be effective. This is an even the bigger challenge in a context where the clients are already overloaded - to confront them with proposals that previously have been discussed and that were never followed because the time was not right or they were not proposed to the right people in the right way. One has to be patient for the right moment and until the window opens and then use the window at that moment. ■



Thomas Kerscher is an economist with 25 years of experience in helping public sector clients in defining their strengths and weaknesses, and in setting and achieving their objectives in complex political environments. He has worked on Governance issues for UNDP for eight years before establishing himself as a freelance consultant in 2004.

KEY RECOMMENDATIONS FROM THE MID-TERM EVALUATION OF SERBIA'S PUBLIC ADMINISTRATION REFORM STRATEGY

The Serbian PAR Strategy, adopted in 2015, was subject to the first independent external evaluation of a government strategy in Serbia. The evaluation was carried out between August 2018 and March 2019. The following key conclusions and recommendations were discussed and endorsed by the Inter-ministerial Project Group for PAR, and by the PAR Council, in June 2019:

- The strategy has been highly relevant for improving the quality of services to citizens and businesses. Its implementation contributed to Serbia's economic stability and linked PAR with the EU integration process.
- The design and implementation of the strategy have delivered important methodological, implementation and coordination-related lessons. Based on these lessons a new PAR strategy should be developed, in full compliance with the Law on the Planning System adopted in 2018.
- The new PAR Strategy should be fully aligned with other public policy documents, and encompass the capacities required for its implementation.

- The mechanisms for the implementation of the strategy should ensure a more synergistic and streamlined management of the entire PAR agenda, at both political and operational levels. In addition to existing pillars,

The development of the PAR Strategy for the period 2021-2030 started with an initial meeting in October 2019, attended by more than 100 representatives of state institutions, the civil sector, the donor community, and experts

“ THE NEW PAR STRATEGY SHOULD BE GENDER-AWARE AND DEVELOPED WITH THE INCLUSION OF NON-GOVERNMENTAL PERSPECTIVES AND OPINIONS AT ALL STAGES OF THE DEVELOPMENT PROCESS. ”

the new strategy should provide the conceptual framework for a comprehensive policy on service delivery.

- The new PAR strategy should be gender-aware and developed with the inclusion of non-governmental perspectives and opinions at all stages of the development process.

in the field of public administration. Working groups for each of the anticipated pillars of the future strategy have started to analyse the situation facing the public administration, define problems and formulate objectives, guided by an umbrella working group and with methodological support from project experts.



MASTERING THE PUBLIC POLICY MANAGEMENT

The Training Need Analysis was the first activity under project Component 2 related to capacity building. The analysis was aiming at examining training needs in the field of public policy management among civil servants for proper implementation of the Law on Planning System and accompanying by-laws. The analysis confirmed some of the findings of earlier researches: the skills and competences of public officials in public policy management are not sufficient to implement the ambitious plan of the Serbian Government.

The number of civil servants working on policy development is less than 30% of all ministry staff. Having in mind the provisions of the new planning system requirements, the Rules of Procedure of the Government, the mandatory analysis of the effects of regulations and policies and the fact that proponents are obliged to answer a set of questions regarding the impact of proposals and to evaluate the implementation costs, including financial impact assessment, limited number and capacities of civil servants to develop effective, yet realistic policies becomes even more critical.

– According to training records in the area of public policy management that have been in place since 2014, only 1086 civil servants attended the training – says Jelena Spasić, Public Policy Management Expert and Component Coordinator for Component I and II. - The training covered almost the entire cycle of PPM, except for a few new provisions of the Law on Planning System, like mid-term planning, determining public policy costs and consultations. These training were conducted independently of each other, preventing the acquisition of comprehensive knowledge on the management process. Participation in training has been mainly left to the personal affinities of the civil servants or the ability of their managers to recognise the need for training. Each trainer designed training materials, so the messages received by the trainees were not unison. And finally, continuous mentoring support has not been implemented. However, the efforts made by the Public Policy Secretariat and the National Academy for Public Administration on the establishment of a continuous training programme on PPM elements in the previous period are the backbone and an excellent basis to build a system that would provide capacity for the Government’s reform agenda.

Decree on determining the competencies for the work of civil servants entered into force

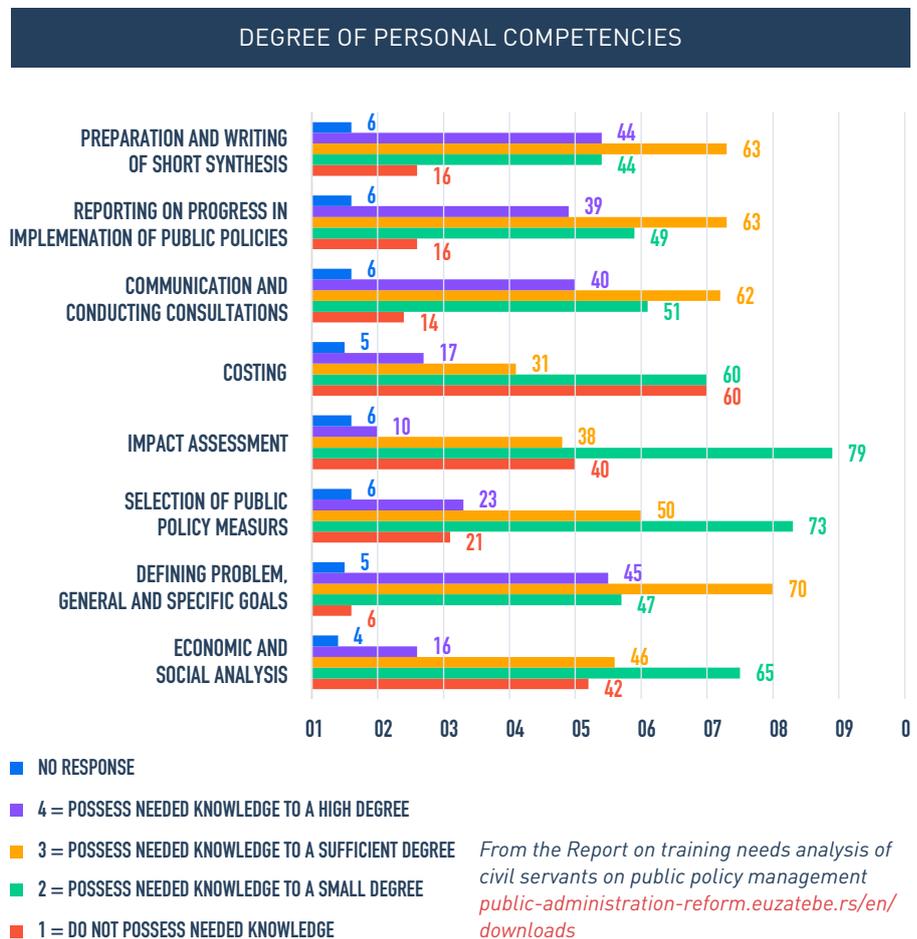
in 2019, defining skill sets and competencies, as well as behavioural aspects for civil servants’ work. By combining the Decree with the provisions of the Law on Planning System, a comprehensive Competency Map with functional knowledge, skills and techniques was developed.

– The defined skillsets include skills for information management, for managing tasks and achieving results, skills for orientation to learning and change, strategic management-related skills, skills for normative, research and analytical jobs, as well as for communication and public relations duties. For civil servants participation in the planning system will bring the need to acquire not only technical knowledge but also personal skills and competences in the field of change management brought about by the new legislative framework, communication and negotiation with the public and colleagues, avoidance and management of po-



tential conflicts, and similar skills that will significantly facilitate their work – explains Jelena Spasić.

How the respondents in the analysis assessed their ability to manage public policies:



TNA KEY RECOMMENDATIONS

The TNA report contains recommendations in several areas, ranging from how the training is organised to the content and training materials. Key recommendations include:

- Securing the necessary high-level support to embed public policy management into the DNA of the public administration. The compulsory training programme, initiated by the Government, should be the first step in motivating and mobilising institutions and civil servants to govern public policies.
- Rising the number of training and adjusting the annual training plan. The EU for PAR under the Sector Budget Support provides an excellent impetus to this plan, as it should secure the necessary training capacities for at least 500 civil servants in executive and managerial positions during 2020.
- The number of trainers should be increased by systematic training of future trainers, to form the core of knowledge and ensure the sustainability of continuous training process.
- To ensure the acquisition of a comprehensive set of knowledge and skills needed to manage public policies, a comprehensive modular training programme should be developed: standardised materials, including exercises and examples that would be enriched over time. This approach would ensure that the unique key messages and recommendations on public policy management and provisions of the Law on Planning System are transmitted in a uniform and unison manner to the trainees.
- In addition to standardised materials, scripts should be developed to ensure further uniform interpretation of the law and advice given to the trainees.
- Training should be based on practical work and examples and complemented with other methods of capacity building, primarily mentoring.



Based on the recommendations from the Report and in cooperation with all relevant institutions, a comprehensive, modular training program for trainers and civil servants in executive and managerial positions were developed. These three programs were integrated

tions and resolve their practical doubts during the training, as well as to acquire knowledge and skills and learn techniques that will be applied on specific planning documents this year – explains Jelena Spasić.

“ EFFORTS MADE BY THE RSPP AND NAPA ON THE ESTABLISHMENT OF A COMPREHENSIVE AND CONTINUOUS TRAINING SYSTEM IN PPM IN THE PREVIOUS PERIOD ARE THE BACKBONES AND AN EXCELLENT BASIS TO BUILD A SYSTEM THAT WOULD PROVIDE CAPACITY FOR THE GOVERNMENT’S REFORM AGENDA. ”

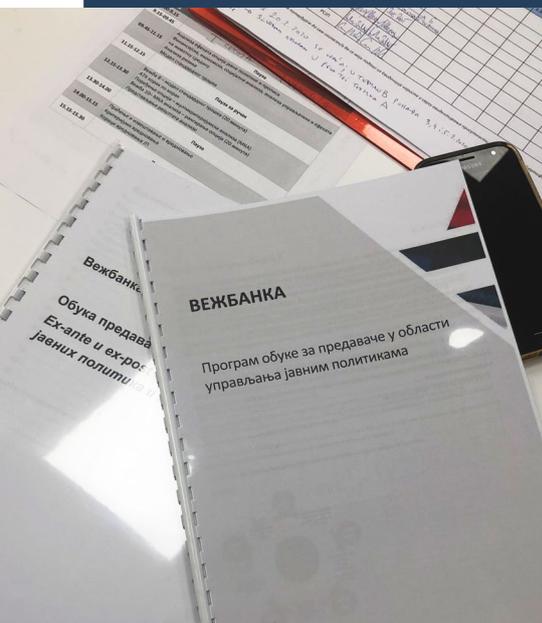
into the annual training plan of the National Academy of Public Administration and adopted by the Government.

Training for trainers has begun in late January. Future lecturers come from the Public Policy Secretariat, the General Secretariat of the Government, the Ministry of Finance, the Ministry of Public Administration and Local Self-Government. After completing the training, trainers will be able to join project experts and participate in training for civil servants starting in the early spring.

– In the spring trainers will have the opportunity to provide one or more training modules with the minimal support of project experts. Later on, they will continue to provide training in line with the training plan. We expect the first results of the training to become visible immediately, given that a significant number of planning documents is to be revised or drafted during 2020. Interactive training will enable the trainees to ask ques-

Training programs that will be implemented this year, according to the National Academy of Public Administration’s annual training plan, will be a type of pilot project.

– Although thoroughly prepared and organized, all materials, training methods and practical advice to be given should be improved, by incorporating the comments received during the first year of training programme implementation – says Jelena Spasić. - When this training cycle is completed, all materials will be finalized and handed over for further use in the coming years and without project support. The same applies to the training program for civil servants and managers in public administration. The focus of trainings for the latter is not so much on the technical aspect of public policy management but rather on financial aspects of public policies and other key decision-making aspects, as well as advanced communication skills, strategic change management and other personal skills. ■



PLATFORM FOR IMPLEMENTATION AND MONITORING OF MEASURES FROM PUBLIC POLICY DOCUMENTS

According to the prepared manual, mid-term planning is a process that the institution implements every year and is continuous - starting at the beginning of the year and ending on January 15 of the following year, when the institution adopts a new Medium Term Plan (MTP) and begins to implement it.

The medium-term plan (MTP) is the basis for prioritizing the institution's measures and activities and strategic resource management. In other words, this plan is a platform that allows the measures and activities of public policy documents to be planned, implemented and monitored in line with the responsibilities of the institutions involved in their implementation.

The activity of the EU for PAR under the Sector Budget Support project, which focuses on the support for the introduction of medium-term planning, includes the preparation of the guidelines and manual on medium-term planning. It also includes piloting of these guidelines to gain a realistic picture of the management, obstacles and benefits of the solution, which would thus be re-shaped and adapted.

The Medium Term Planning manual, prepared by project experts in 2019, defines the struc-

ture and content of the mid-term plan, the relationship between mid-term planning and budgeting, ways of monitoring and reporting on the implementation of the mid-term plan.

Piloting of the envisaged solutions was conducted with the Ministry of Health at the end of the last year. For the of piloting purposes, a working group for the development of the mid-term plan was established, which included Assistant Ministers, heads of units and representatives of the Finance Sector.

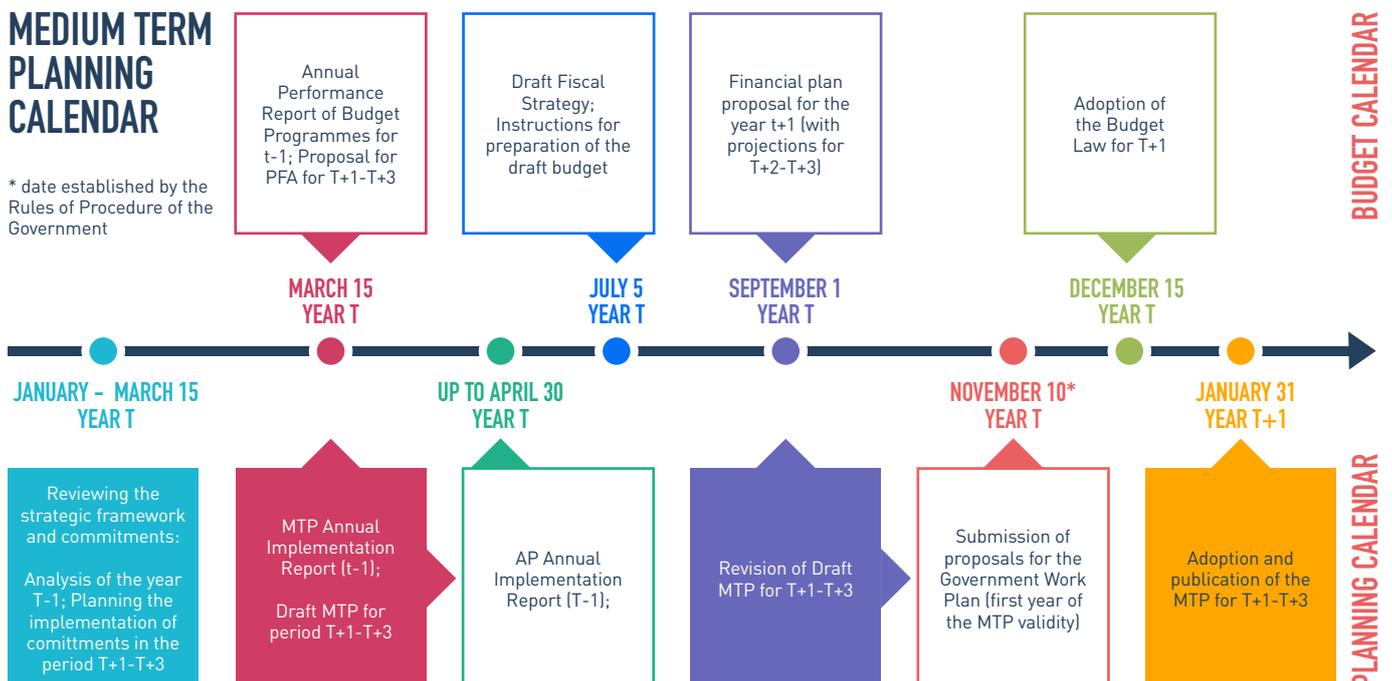
Public Policy Secretariat and the project experts first provided training on the medium-term planning methodology for the members of the working group, and then agreed on the working process and deadlines for the preparation of the medium-term plan.

– The next step was to create a planning framework, i.e. lists of all public policy documents under the responsibility of the Ministry of Health, as well as their hierarchical ranking and optimization in parts where there was no logical hierarchy and coherence - says Majda Sedej, MTP Specialist and Policy Costing Expert. Cases, where public policy documents have included ongoing measures and activities (implemented by the Ministry within their regular auspices), have been identified

MEDIUM TERM PLANNING CALENDAR

- Institutions are required to draft and adopt proposals for their MTPs within the deadlines set in the planning and budgetary calendar.
- The steps in the MTP process make it possible to use the draft Medium Term Plan and the Annual Report on the implementation of the Medium Term Plan as input for: prioritizing measures and activities within the institution; preparation of proposals for priority financing areas and proposal of financial plan; donor funding programming; annual reporting on the implementation of action plans for strategies and programs; development and revision of the Action Plan for the implementation of the Government program; and preparing inputs for the Annual Work Plan and Government Report.

From the Medium Term Planning Manual



and agreed to be left out of the medium-term plan, focusing on the reform measures and activities. In cases where appropriate performance indicators have not been defined for the objectives and measures in the public policy documents, the members of the Working Group have identified them in the Medium Term Plan.

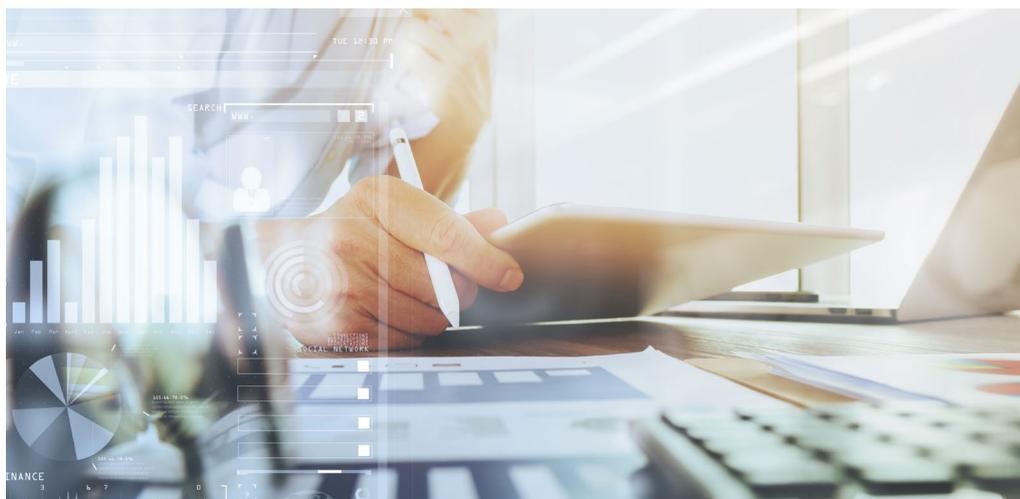
The Medium Term Plan must be integrated with the budgeting process so that the final allocation of resources reflects the institution's priorities. If the aim is for the objectives to meet the criteria of "feasibility" and "reality", the underlying condition is that there are sufficient financial resources to implement them.

– Where this has not been done within the framework of public policy documents, the Ministry of Health's Medium Term Plan has calculated costs and identified sources of funding, i.e. a link has been established with elements of the program budget. The plan for the implementation of measures and activities in the medium term has been updated in line with the real dynamics and available resources - explains Majda Sedej.

The drafting of the new document was accompanied by the usual challenges of the state administration. During the preparation of the Medium Term Plan, the Ministry of Health worked on the development of several public policy documents, so the project support was provided on two tracks.

– Meetings were held with the working groups responsible for preparing these documents, to ensure methodological alignment and to anticipate the strategic framework accordingly - says Snežana Subotić, PAR Strategy Development Expert.

– The second track was to conceive the structure and the content of the Mid-term plan accordingly. A particular challenge was to establish a hierarchy of goals based on the current fragmented planning framework, yet always aligned with the progress in the preparation of the sector overarching Health Care Strategy. Existing public policy documents in the field of health are characterized by the inconsistency of measures and activities in terms of coverage and complexity, which



made it challenging to integrate them properly into the Medium Term Plan, as well as to correctly identify performance indicators. The focus was on identifying priority measures and activities for which there are capacities and resources to be implemented over the next three years, from a list of all measures and activities envisaged in public policy documents - she explains.

The piloting was completed in late 2019. The Ministry of Health's Medium Term Plan for the period 2020/22 has been prepared following the methodology and legal deadlines. The backbone of the plan is the structure of the draft Health Care Strategy, yet the plan incorporates measures and activities from existing public policy documents, and part of the plan is the cost estimate for implementing the envisaged measures and activities.

– Trained officials in the Ministry of Health can now develop their Medium Term Plans independently. During the piloting, the planning framework was optimized, and elements for effective mid-term planning in the coming years were established. The drafting of the Medium Term Plan has contributed to a more comprehensive review of the strategic framework at the Ministry of Health and a more rational consideration of priority measures and activities, which paves the path for more realistic policy planning - concludes Snežana Subotić.

After the piloting was completed, the draft Manual was revised. The changes were mainly related to the optimization of the strategic framework, as one of the first steps in the development of the Medium Term Plan.

In the meantime, piloting of the drafting of the medium-term plan for the Public Policy Secretariat commenced, and the Ministry of Public Administration and Local Self-Government also requested support for the formulation of their Medium Term Plan.

– Similar assistance was provided to these authorities, only to a lesser extent. Working groups have been formed for which training on the medium-term planning methodology has been organized and implemented. Subsequently, members of the working group, representatives of different sectors of the authorities, within their competencies, made inputs for the medium-term plan, with the support of project experts - says Majda Sedej.

In cooperation with the Ministry, the PPS and with the extensive work of project experts, the first Medium Term Plan of the Ministry of Public Administration and Local Self-Government was prepared and published on January 31 2020. In 2020, five more ministries are expected to develop their MTPs with the support of the PPS, including the Ministry of Culture and Information, the Ministry of Finance and the Ministry of the Interior. ■

WHAT IS THE MEDIUM TERM PLAN?

Article 25 of the Law on the Planning System defines the Medium Term Plan as a comprehensive planning document, which is adopted for three years and which enables the integration of public policies with the medium-term expenditure framework.

In this way, the Medium Term Plan becomes the essential governing instrument of the institution, which aims to determine what measures and activities set out in the planning documents will be implemented over the next three years. The Medium Term Plan identifies who, what, when, and how should it do, estimates the costs of these activities over a given period, and aligns the costs with the fiscal projections (provided in the Fiscal Strategy and Medium Term Expenditure Framework).

From the Medium Term Planning Manual
public-administration-reform.euzatebe.rs/en/downloads



SOME PROJECT HIGHLIGHTS FROM 2019

PUBLIC POLICY MANAGEMENT MANUAL

GUIDELINES FOR POLICY AND REGULATORY IMPACT ASSESSMENT

PUBLIC CONSULTATIONS GUIDELINES



MANUALS DEVELOPED

MANUAL ON MEDIUM-TERM PLANNING

POLICY COSTING GUIDELINES

SRC SELF-ASSESSMENT GUIDELINES

PILOTING



MEDIUM-TERM PLANNING (MTP)

Piloting of Medium-Term Planning was supported with the Ministry of Health, Ministry of Public Administration and Local Self-Government (MPALSG) and the Public Policy Secretariat (PPS).

POLICY COSTING GUIDELINES

Piloting of the policy costing methodology was implemented with the Ministry of Culture.

SUPPORT TO THE DEVELOPMENT OF OTHER PAR PLANS

Project experts helped developing the PAR Medium-term Expenditure Framework, the elaboration of the new e-Government Programme and the assessment of the Regulatory Reform Strategy.



TRAINING NEEDS ASSESSMENT



Training needs assessment successfully carried out, resulting in the TNA Report. The results of the TNA are under operationalisation through training activities and extensive capacity building for civil servants in close collaboration with the National Academy for Public Administration (NAPA) and the PPS.

PAR STRATEGY EVALUATION



PAR Strategy Evaluation finished and published on the MPALSG and project websites.

LESSONS LEARNED

Lessons learned from the evaluation process compiled, and Report developed and shared with the target groups and on the project website.

PAR STRATEGY DEVELOPMENT

Project experts are providing methodological guidance and support to stakeholders in the development of the PAR Strategy 2030.



ONLINE MONITORING TOOL (OMT)

An online platform to support the monitoring and reporting of PAR is developed. This tool helps the administration, as well as any interested stakeholder to follow up the progress of the reforms.





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