

REPORT ON THE ASSESSMENT OF PROFESSIONAL TRAINING NEEDS FOR PUBLIC ADMINISTRATION EMPLOYEES FOR 2021

August, 2020

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SUMMARY

Professional training as one of the basic functions of human resources management aims to contribute to the improvement of employee competencies, ie their knowledge, skills and abilities necessary for efficient and effective performance of work. The first phase of the in-service training cycle is an analysis of in-service training needs aimed at determining the mismatch between knowledge and skills of employees in relation to the knowledge and skills required to perform jobs in the workplace, as well as identifying those that can be improved through appropriate in-service training programs.

Therefore, an adequate analysis of training needs is a key prerequisite for the preparation of training programs according to the real needs of employees, as well as for the adequate and economical functioning of professional development system.

The analysis of the needs for professional development of public administration employees for 2021 was conducted in the period February-July 2020, in accordance with the Instruction on the methodology for determining the needs for professional development in public administration bodies. Although the needs analysis at the level of the authorities was primarily based on self-assessment of training needs by employees, they were supplemented by managers' recommendations, as well as by analysis of other available information and data (legal and strategic framework, quantitative data, relevant reports, etc.).

In addition, the findings obtained by state bodies and local self-government units were supplemented by NAPA by conducting additional analyzes and consultations with other stakeholders. The results of the analysis indicate that there is a great need for professional development of public administration employees, both at the central and local level.

All proposed areas of professional development included in the questionnaires for identifying needs which are mostly taken from the training program for 2020, were recognized by employees as important, ie the need for further organization of these trainings was expressed.

According to the obtained data, the greatest need for training is in the domain of general training programs, in the areas of Personal Development and Skills and Digitalization and e-Government. Among other thematic areas of importance for the work of a large number of officials, they single out Public finances, Human Resources Management, Safety and protection at work, etc. On the other hand, the findings indicate the comprehensiveness of existing training programs as a small number of new topics are proposed. In this regard, it will be important to consider the content of special programs that will be adopted by state administration bodies and local self-government units.

Furthermore, the findings indicate that a large number of employees have a desire to improve their skills, which implies recognizing their own educational needs, although there are self-assessments and recommendations from managers that do not match.

When it comes to forms, methods and techniques of professional development, trainings, workshops, seminars traditionally appear as the most desirable, but e-learning (online training) is increasingly recognized as the most adequate form for certain trainings.

Finally, vocational training programs for 2021 should envisage the implementation of trainings on all priority topics presented in the document below, with the need to take into account the real possibilities and clearly make at the same time the connection and distinction between different vocational training programs.

INTRODUCTION

Within the training cycle, the analysis of training needs represents the first phase. Training needs analysis is a process that allows to identify specific needs and define appropriate trainings, which will give to employees a chance to better contribute to the planned goals of the organization in which they work. It is crucial to get good quality information so that professional development programs can help the organization achieve its goals in the best and most economical way, providing the necessary level of expertise to its employees. The need for professional training exists when there is a gap between the required and the current level of competences of employees.

Therefore, the findings from this report, as well as from the report at the level of bodies, have a multiple role because they should help both NAPA and public administration bodies and local self-government units in the preparation of various professional development programs, namely: 1) General training program for civil servants (Introductory training program and Program for continuous professional development of civil servants in state bodies), 2) Training program for managers in state bodies. 3) General training program for employees in local self-government units (Introductory training program, Continuing professional development program in local self-government units that make up the General program of continuous professional training and Sectoral program of continuous professional training), 4) Training program for managers in local self-government units; 5) Sectoral special programs and 6) Special programs of state administration bodies and local self-government units.

The legal framework for conducting the analysis of professional development needs is defined by the Law on Civil Servants, the Law on Employees in Autonomous Provinces and Local Self - Government Units, the Law on the National Academy of Public Administration and the Instruction on Methodology for Determining Professional Development Needs in Public Administration Bodies.), and other bylaws are also relevant (Regulation on determining competencies for the work of civil servants, Regulation on performance appraisal, Regulation on appraisal of civil servants and others).

The TNA Methodological Guide provides for the use of different data sources: available data on employees and training they attended in the previous period, various reports resulting from administrative or judicial control, studies and reports related to identified professional development needs arising within the project as well as the National program for the adoption of the *acquis communautaire*, the European Commission's Annual Progress Report on Serbia, reports on the satisfaction of service users with the work of public administration bodies and other relevant sources of information. A particularly important source of information in this process is the organizational needs of the authorities. Qualitative and quantitative methods and techniques are used for data collection: content analysis, structured interview, focus group and questionnaire.

The Report on the assessment of professional development needs starts from the analysis of the strategic and legislative framework as well as the Government's Work Plan for 2020. Furthermore, a very important source is the analysis of relevant documents: reports related to determining the needs for professional development created within various projects, reports of independent state bodies, as well as national bodies and inspections, but also analysis of professional development needs based on evaluation sheets from realized trainings in 2019. A special place in the whole process is represented by the analysis of the unified needs for professional development of officials at the level of state administration bodies and local self-government units through the submitted reports of bodies on organizational needs for professional development of their employees. A

questionnaire defined by the TNA Methodological Instruction is used to collect this data. In order to better understand the capacity of the administration to implement the procedure in accordance with the new Methodology in February this year with the support of the project "Support NAPA in the professional development of public administration" funded by the European Union, two focus groups were held for contact persons for training .

As a key phase in the process of needs analysis, it is the implementation of consultative meetings with relevant partners, primarily from state bodies whose scope includes important issues for the implementation of trainings with which priority topics are defined. In parallel with this process, work on the development of a training program that represents the next phase of the professional development cycle has begun.

The period in which this analysis of professional development needs is conducted is certainly very specific. Namely, the current year, 2020, represents the first year in which the Methodological Instruction on TNA is applied and thus brings certain challenges. In order to provide expert support to the authorities in the implementation of the needs assessment procedure, the National Academy has prepared a series of manuals and guidelines in order to facilitate the process itself. These materials can be found on the website of the Academy.

To the same end, the Academy additionally provided professional support to state bodies through the preparation and implementation of online questionnaires, as well as the processing of data on individual needs of officials and on the basis of which organizational needs at the level of bodies were prepared. On the other hand, the units of local self-government had the support of the project "Human Resources Management in Local Self-Government - PHASE 2" implemented by the Council of Europe, and co-financed by the European Union and the Council of Europe. Another challenge we face is the Covid-19 virus pandemic and the declaration of a state of emergency in the country at a time when the most intensive activities are being planned to analyze the needs for professional development. Related to this is the absence of some, perhaps key reports and documents that contribute to determining the priorities of professional development in the coming period, as well as the extension of the deadline for collecting reports on the organizational needs of the bodies.

For the same reason, the European Commission's Progress Report on Serbia for 2020 is still not available, and its publication is expected only in the second half of the year. At the time of writing, available information on the Report on Performance Evaluation of Civil Servants for 2019 with the Report on Needs for Improving Competences was not available since the state administration bodies did not submit their individual reports to the Human Resources Management Service. The Annual Report on the Results of the Implementation of the Action Plan for the Implementation of the Government Program and the Report on the Work of the Government for 2019 are also not yet available for analysis.

Finally, the fact that 2020 is an elections year and that the election of a new government is expected during the analysis of the needs for professional development is very important for defining the priority areas of training. This conditions new priorities that will certainly be defined and presented in the exposition of the prime ministers for the composition of the Government.

The in-service training needs assessment report consists of six main chapters. The first chapter deals in detail with the strategic and legislative framework, ie all relevant regulations and policy documents whose implementation is ongoing or expected in the coming period. The next part presents the Government's Work Plan for 2020, in order to identify new documents whose adoption is planned and which could potentially lead to the need for new competencies of employees who will work on the implementation of these regulations. The next chapter contains an overview of the needs for professional development based on the evaluation sheets from the trainings held in 2019.

The fourth chapter presents in detail the training needs at the level of state administration bodies and local self-government units. The next chapter, which is also the most comprehensive, refers to the relevant reports related to the identification of needs and it presents the conclusions and recommendations from a large number of reports generated within the projects, reports of independent bodies, inspections, etc. The report concludes with a chapter outlining the conclusions of the NAPA's consultative meetings with other stakeholders to identify needs and develop training programs.

At the end of the document, the findings and conclusions on the assessment of training needs and recommendations for the design of future training programs are presented, while the appendices provide more detailed analytical reports generated during the research.

* * *

Note: All terms expressed in the text in the grammatical masculine gender imply the natural masculine and feminine gender of the person to whom it refers.

ANALYSIS OF THE STRATEGIC AND LEGISLATIVE FRAMEWORK

The analysis includes relevant strategies and regulations whose implementation is ongoing or expected in the coming period. Given the large number of strategic documents and regulations, the analysis included only relevant documents, ie strategies and regulations adopted in the last two years or documents that directly regulate the work of a large number of bodies and employees, and can be considered relevant in terms of training needs for the next year.

The strategic framework serves as a guideline in determining priority areas and topics of professional development in order to achieve the envisaged measures. Strategies often envisage measures that include capacity building of public administration. In this sense, the strategic framework defines priority areas of professional development but often implies the introduction of new topics in training programs. On the other hand, the legislative framework includes an overview of relevant laws that were adopted in the previous period or whose adoption is still pending. In this way, the content of the training program is most often defined, ie novelties are introduced in the programs that are in preparation for 2021.

The analysis of individual documents is done in accordance with the level of detail given in the documents themselves, and in some parts the analysis focuses on general development directions, in others the directions in capacity development or development areas are stated, and in some cases individual training topics.

* * *

Public Administration Reform Strategy in the Republic of Serbia for the period 2021-2030 year, the adoption of which is expected by the end of 2020, is created with the aim of improving the organization of public administration, strengthening the process of public policy management, development of modern and professional civil service system, improving local government, digitalization and e-government development, improving public administration finances, strengthening internal and external control of public administration, improving transparency and openness of the administration as a whole. The goals of the PAR Strategy are the priorities highlighted in the **Prime Minister's exposition¹**: increasing the efficiency of public service delivery, modernization of public administration, digitalization, e-government, open data, reform of the salary system, etc. In order to achieve the full effect of the envisaged measures, the capacity of the public administration must be developed in accordance with the outlined priorities.

Some of the main themes of the Strategy that were not sufficiently represented in the previous period include **change management, communication, as well as efforts to develop a comprehensive service delivery policy**. In the coming period, the focus will be on training in these areas. These trainings have already been recognized and are continuously conducted, however, due to their importance and impact on the overall reform of the public administration, special attention should be paid to them.

¹ https://www.srbija.gov.rs/view_file.php?file_id=2148&cache=sr

Furthermore, the analysis of previously implemented measures indicates that the public administration does not use the data adequately².

This problem is aggravated by the fact that individual state administration bodies systematically collect data. This, on the one hand, narrows the information base for fact-based decision-making, and on the other hand, only monitoring the effects of public policies is limited. Another problem is that public administration officials do not know enough of the analytical tools necessary to prepare analyzes. Addressing this challenge requires addressing human capacity, developing the necessary tools and building skills through training.

In this regard, training programs in the coming period should include both training for lecturers in this area, and training for about 500 civil servants. The same problem is also recognized in the system of national statistics, which in the coming period means improving quality and transparency through the improvement of comprehensive, timely and automatic data exchange between competent institutions. Extended General Data Dissemination System - The **e-GDDS system** is a structured system that aims to improve the quality and dissemination of data in the field of economic, financial and socio-demographic statistics of the member states of the International Monetary Fund.

The analysis further showed that public policy documents are still being adopted without a realistic assessment of the financial capacity to implement them. **Medium-term planning**, which should provide a direct link between planned public policies and the budget, is not yet fully established. One way to promote the importance of medium-term planning is certainly to increase the coverage of training in this area.

In order to further strengthen the professionalization of civil servants in the position, SIGMA's support was obtained³ for policy making in this area. Future policy should set clear goals for the long-term development of this category of civil servants, in which their career development, use of potential and professional development will also play an important role. Also, the professional development of lower-level managers has a very important role in order to provide support for the implementation of the planned reforms.

Law on Public Sector Salary System⁴ as an umbrella and special laws governing salaries in different parts of the system have been adopted. However, in order to prevent the share of the general government wage bill in the gross domestic product from increasing in the conditions of fiscal consolidation, the deadlines from which the application of systemic and other laws on public sector wages begins on January 1, 2021 have been redefined. Given the consequences caused by the Covid-19 virus pandemic and the need to adapt to the new situation, and respecting the recommendations of the International Monetary Fund on the implementation of the current "Instrument for Policy Management" arrangement, the beginning of the implementation of this law is still uncertain. **Revised fiscal strategy for 2020 with projections for 2021 and 2022**⁵ in the next medium-term period, it also emphasizes structural measures, which through optimizing the number of employees on

² The EC Progress Report on Serbia (2019, p. 9) states that data collection needs to be improved in order to improve policy preparation.

³ SIGMA is a joint initiative of the EU and the OECD

⁴ "Official Gazette of RS", no. 18 of 1 March 2016, 108 of 29 December 2016, 113 of 17 December 2017, 95 of 8 December 2018, 86 of 6 December 2019

⁵ "Official Gazette of RS", No. 80 of November 8, 2019

the one hand, and establishing a new salary system in the state sector, on the other hand, would contribute to increasing the efficiency and quality of public services.

In the Law on employees in autonomous provinces and local self-government⁶ jobs are standardized and types of jobs related to human resources management are listed. The fact that these jobs are still relatively new for LGU employees requires professional support to the authorities to implement regulations, as well as more intensive training in this area.

The latest Annual Report on the implementation of the **Action Plan for the implementation of the Public Administration Reform Strategy for the period 2018-2020** speaks in favor of that. This report defines as priority recommendations: popularization of departures / attending trainings in local self-government, as well as more frequent consultations with representatives of local self-government regarding the necessary trainings.

In accordance with the SIGMA recommendations, **the transition of human resource management units to strategic human resource management units** is planned for the next three years, through their inclusion in the strategic management of bodies. After defining the normative framework for the implementation of this measure, a comprehensive capacity building of employees in these units is planned.

The new FRY attaches special importance to the entire system of professional development of public servants, and establishes a special goal related to the improvement of professional training of public servants. It also envisages an **increase in the share of online training** in relation to the training realized in the classroom.

In the field of service provision, a special place is occupied by **digitalization and creation of electronic services**. The availability of human capacities is limited, and the level of qualification of civil servants for the provision of services is not quite adequate, among other things, due to the insufficient coverage of trainings in the field of service provision.

Therefore, the Strategy defines the need to increase the human and technical-technological capacities of the public administration to provide services to end users. This is primarily reflected in the trainings for **improving the quality of service provision**, which must be implemented as a priority, but also the horizontal incorporation of the principle of "ensuring high quality of services" in all planned trainings. The introduction of this principle is envisaged through the **Program of e-government development in the Republic of Serbia for the period from 2020 to 2022** with the **Action Plan for its implementation**, which in 2021 includes the implementation of training of IT staff and employees in prescribing procedures and their implementation through software solutions in accordance with the methodology defined by the law governing the entry in the register of administrative procedures. The program envisages that in the coming period, in addition to training for the use of specialized programs for providing services, it is necessary to organize general training such as training in the use of Microsoft Office programs and the like.

The recommendations also provide for training in the area:

- use and validation of k.e. signatures;

⁶ "Official Gazette of RS", no. 21 of 4 March 2016, 113 of 17 December 2017, 113 of 17 December 2017 – other law, 95 of 8 December 2018

- project management;
- use of Microsoft Office packages;
- conducting public procurement;
- creation of electronic services;
- use of e-LAP;
- opening and visualization of data, etc.

Also, it is necessary to conduct trainings related to the application of eGovernment at the local level, adapted to the needs of local government officials. Additionally, by adopting the **Strategy for the Development of Artificial Intelligence in the Republic of Serbia for the period 2020-2025**, the Republic of Serbia has recognized the importance and potential of artificial intelligence. One of the special goals of the Strategy is defined as the improvement of public sector services through the **application of artificial intelligence**. On the other hand, the quality of services and public administration procedures is one of the most important factors in the quality of life of citizens and the competitiveness of the economy, and bureaucratization is one of the problems of the state and society. The Government of the Republic of Serbia, aware of this problem, has set the modernization of public administration as one of the priorities and accordingly adopted the document **Plan of Priority Activities for Reducing Administrative Burdens in the Republic of Serbia 2019-2021** ("Stop Bureaucracy")⁷.

The plan identifies priority projects in which the core activities include training for officials and other participants in procedures:

- Exchange of data from official records of bodies - implementation of the provisions of the LAP and the Law on e-Government
 - Central Population Register
 - Simplification of administrative procedures and regulations - ePaper
 - Simplified identity verification when using eServices (implementation of electronic registers of public administration bodies and organizations and human resources in the public administration system)
 - eInspector
 - eTourist
 - Improvement of the Unified Information System of Local Tax Administrations
 - Improvement of the address register and interoperability of the register with the Ministry of the Interior and the APR
 - Abolition of the obligation of economic entities and other legal entities of private law to use the seal

⁷ <https://www.srbija.gov.rs/dokument/45678/strategije-programi-planovi-.php>

– Establishment of a system for instant payment of fees and charges (IPS NBS system) in the administrations of local self-government units

The adoption of the **Program for Simplification of Administrative Procedures and Regulations "e-Paper" for the period 2019-2021** has a great impact on the improvement of service provision.⁸

For the first time, the program comprehensively and systematically approaches the reform of public administration, in the part that refers to increasing the efficiency in the implementation of administrative procedures, ie raising the quality of providing public services to the economy. As one of the measures to achieve the goal, **training for optimization of administrative procedures and information campaign** were recognized.

Economic reform program for the period from 2020 to 2022⁹ also emphasizes the need to digitize procedures and establish a single public register of administrative procedures, as well as the development of the regulatory and strategic framework of the National Geospatial Data Infrastructure (NIGP) and the improvement of the National Geospatial Platform through the availability of new data sets and service development. Training officers to use this service is also a high priority.

The program additionally highlights the introduction of the circular economy, which, as a multidisciplinary topic, represents a structural reform for the development of the economy of the Republic of Serbia. The implementation of this concept in public policy documents is expected. The program recognizes the importance of the goal of the National Qualifications Framework in Serbia (NOKS), ie ensuring the **orientation of all education to learning outcomes**.

The concept of managerial responsibility is defined in the **Budget System Law**¹⁰ as well as other bylaws but is still in the early stages of implementation, without significant results and currently visible impact on publicity, accountability, transparency and human resource management.

Public Administration Reform Strategy in the Republic of Serbia for the period 2021-2030. In the first phase, it envisages the inclusion of heads of public administration bodies at the central level in trainings on the application of the principle of managerial responsibility. The importance of this concept is emphasized in the Annual Report on the Implementation of the Action Plan for the Implementation of the Public Administration Reform Strategy for the period 2018-2020. years for Goal 3:

Improving public financial management, where, among other things, it is recommended to improve the Training Program for Managers in State Bodies in the Field of **Management Responsibility and Risk Management**. The report also recognizes the need to improve the dissemination of knowledge from internal financial control in the public sector, through the development of a Roadmap that would further guide the process of relocating IFKJ training to the National Academy of Public Administration.

⁸ <https://rsjp.gov.rs/wp-content/uploads/Program-za-pojednostavljenje-administrativnih-postupaka-ePAPIR.pdf>

⁹ <https://www.mfin.gov.rs/dokumenti/program-ekonomskih-reformi-erp/>

¹⁰ "Official Gazette of RS", no. 54 of 17 July 2009, 73 of 12 October 2010, 101 of 29 December 2010, 101 of 30 December 2011, 93 of 28 September 2012, 62 of 16 July 2013, 63 of 19 July 2013 - correction , 108 of 6 December 2013, 142 of 25 December 2014, 68 of 4 August 2015 - dr. law, 103 of 14 December 2015, 99 of 12 December 2016, 113 of 17 December 2017, 95 of 8 December 2018, 31 of 29 April 2019, 72 of 7 October 2019

Performance management assumes that each public administration body takes care of the implementation of measures and activities from the planning documents for which it is in charge and which achieves its goals, ie that in synergy with other public administration bodies it contributes to achieving planned social changes.

Bearing in mind that **proactive transparency** is based on self-initiative, it is necessary to influence decision-makers, ie to inform / train them about the advantages of increasing the transparency of the work of bodies. Proactive disclosure of data held by public administration bodies is an area in which the normative framework has already been completed and in which significant steps have already been taken.

With this in mind, the focus in the coming period is on strengthening the awareness of managers about the positive effects that increasing the public and **opening data** have for the work of public administration bodies, training employees to work with open data and improving the Open Data Portal¹¹. In this regard, the Public Administration Reform Strategy in the Republic of Serbia for the period 2021-2030 envisages the implementation of training for managers on proactive transparency, as well as the implementation of training on open data standards and work with the Open Data Portal for public administration bodies at the central level.

Strengthening integrity and ethical standards in public administration is based on the establishment of a system of ethical infrastructure in public administration bodies, ie the appointment of ethics and integrity officers, who will have a special role in developing organizational culture based on ethics and integrity and performing tasks important for preventing corruption in bodies. public administration, as well as defining **oversight bodies for ethics and integrity at the central, provincial and local levels**. In the first phase of implementation, the Public Administration Reform Strategy in the Republic of Serbia for the period 2021-2030. provides for the implementation of training on the ethics system for ethics and integrity officers and managers at the central level. Guidelines and recommendations for the introduction of ethics and integrity officers in the public administration of the Republic of Serbia¹², from December 2019, they aim to provide conditions for the establishment of a comprehensive and efficient ethical infrastructure in public administration in Serbia. Pursuant to the guidelines, the National Academy of Public Administration, in cooperation with relevant entities, prepares and implements a special training program for ethics and integrity officers.

In the field of public financial management, the Public Administration Reform Strategy in the Republic of Serbia for the period 2021-2030. years relies on Public Financial Management Reform Program 2016-2020¹³.

Bearing in mind the results so far¹⁴ in the area of budgeting and public expenditure planning, further reform steps in the implementation of public finance reform will primarily relate to improving the process in three key segments: monitoring and reporting on the performance of budget programs, drafting medium-term plans and ranking capital investments according to priority objectives. Given the importance of reporting within program budgeting, it is recommended that the content of the existing training Budget Program Preparation be adjusted

¹¹ <https://data.gov.rs/sr/>

¹² <http://www.acas.rs/wp-content/uploads/2020/01/2019-12-25-Smernice-i-preporuke-za-uvođenje-sluzbenika-za-etiku-i-integritet.pdf>

¹³ <https://www.mfin.gov.rs/wp-content/uploads/2019/12/Program-reforme-upravljanja-javnim-finansijama-2016-2020-SR.pdf>

¹⁴ Pursuant to the Report on the Implementation of the Public Financial Management Reform Program 2016-2020 for the period from January to December 2019

and that most of it be devoted to reporting and report preparation exercises. Until now, the reporting process has been part of the content of this training, but to a lesser extent and only informative.

Establishing accrual-based accounting is planned as a long-term goal, by 2030. Related to this is the capacity building of officials for the application of **IPSAS standards** as well as the overall capacity in the **accounting system**. It is very significant and planned to increase the capacity of structures for the **management and protection of national and EU funds**, which includes: system improvement, training and study visits for relevant staff.

Achieving the planned measures, harmonization of domestic legislation in this area with the *acquis communautaire*, ie elimination of perceived shortcomings, is also contributed by the recently adopted set of financial laws, namely: ***Law on state aid control***¹⁵, ***Law on accounting***¹⁶, ***Law on audit***¹⁷, ***Law on Amendments to the Law on Value-Added Tax***¹⁸, ***Law on Amendments to the Law on Pension and Disability Insurance***¹⁹, ***Law on Amendments to the Law on Personal Income Tax***²⁰, ***Law on Amendments to the Law on Contributions for Compulsory Social Insurance***²¹, ***Law on Amendments to the Law on the Central Register of Compulsory Social Insurance***²², ***as well as Law on the Origin of Property and Special Tax***²³.

Recently adopted **Law on Public Procurement**²⁴, as well as **Guidelines for improving green public procurement** provide further development of a modern and efficient public procurement system and include capacity building of public procurement officers in these areas as well.

¹⁵ "Official Gazette of RS", No. 73 of October 11, 2019

¹⁶ "Official Gazette of RS", no. 62 of 16 July 2013, 30 of 20 April 2018, 73 of 11 October 2019 – the other law

¹⁷ "Official Gazette of RS", No. 73 of October 11, 2019

¹⁸ "Official Gazette of RS", no. 84 of 24 July 2004, 86 of 30 July 2004 - correction, 61 of 18 July 2005, 61 of 30 June 2007, 93 of 28 September 2012, 108 of 6 December 2013, 68 of 3 July 2014 - dr. law, 142 of 25 December 2014, 83 of 3 October 2015, 108 of 29 December 2016, 113 of 17 December 2017, 30 of 20 April 2018, 72 of 7 October 2019

¹⁹ "Official Gazette of RS", no. 34 of 2 April 2003, 64 of 7 June 2004 - US, 84 of 24 July 2004 - dr. Law, 85 of 6 October 2005, 101 of 21 November 2005 - dr. law, 63 of 21 July 2006 - US, 5 of 22 January 2009, 107 of 23 December 2009, 30 of 7 May 2010 - dr. law, 101 of 29 December 2010, 93 of 28 September 2012, 62 of 16 July 2013, 108 of 6 December 2013, 75 of 21 July 2014, 142 of 25 December 2014, 73 of 29 September 2018, 46 of June 26, 2019 - US, 86 of December 6, 2019

²⁰ "Official Gazette of RS", No. 24 of 12 April 2001, 80 of 26 November 2002, 80 of 26 November 2002 - other law, 135 of 21 December 2004, 62 of 19 July 2006, 65 of 28 July 2006 - correction, 31 of 30 April 2009, 44 of 9 June 2009, 18 of 26 March 2010, 50 of 8 July 2011, 91 of 2 December 2011 - US, 93 of 28 September 2012, 114 of 4 December 2012 - US, 47 of 29 May 2013, 48 of 31 May 2013 - correction, 108 of 6 December 2013, 57 of 30 May 2014, 68 of 3 July 2014 - other law, 112 of 30 December 2015, 113 of 17 December 2017, 95 of 8 December 2018, 86 of 6 December 2019

²¹ "Official Gazette of RS", no. 84 of 24 July 2004, 61 of 18 July 2005, 62 of 19 July 2006, 5 of 22 January 2009, 52 of 15 July 2011, 101 of 30 December 2011, 47 of 29 May 2013, 108 of 6 December 2013, 57 of 30 May 2014, 68 of 3 July 2014 - dr. law, 112 of 30 December 2015, 113 of 17 December 2017, 95 of 8 December 2018, 86 of 6 December 2019.

²² "Official Gazette of RS", no. 95 of 8 December 2018, 91 of 24 December 2019

²³ "Official Gazette of RS", No. 18 of March 3, 2020

²⁴ "Official Gazette of RS", No. 91/2019

Public Procurement Development Program in the Republic of Serbia for the period 2019-2023²⁵ emphasizes the modernization of the public procurement system that is expected to change the regulations. In order to enable the proper application of regulations in the field of public procurement, it is necessary to ensure adequate administrative capacity, as well as training and support materials (manuals, guidelines, instructions).

The EU acquis has a major impact on the local and regional authorities of the Member States. In order to have an insight into the scope and type of obligations that the process of EU integration brings to local self-government, negotiating chapters affecting local self-government have been identified, namely: public procurement, state aid, competition policy, transport policy, energy, rural development, institutions, social policy and employment, health and consumer protection, justice and fundamental rights, institutions, etc. These areas are certainly a priority when it comes to training local government employees.

National Security Strategy²⁶ is the highest strategic document whose implementation protects the national values and interests of the Republic of Serbia from challenges, risks and threats to security in all areas of social life. In addition to the problems of economic and demographic development, at this time the issue of **epidemics and pandemics of infectious diseases** is especially important, which can endanger the population of the Republic of Serbia and carry the risk of severe economic and social consequences.

Natural disasters and technical-technological accidents, as well as endangering the environment and the health of citizens due to radiological, chemical and biological contamination can significantly affect the security of the Republic of Serbia. In order to protect the national values and the public interest of the Republic of Serbia, it is necessary to **raise the awareness of public administration employees** on the issue of the mentioned topics for the purpose of preventive action.

The strategy also envisages the promotion of the application of the principles of good governance, improved **transparency in work**, efficiency and accountability to citizens, quality control of work and a high degree of responsibility of state administration bodies. Also, it is planned to take measures for the purpose of uniform and even modernization and development of the national security system, as well as the introduction and **efficient functioning** of electronic administration in the work of all state administration bodies.

Special attention will be paid to the development of cooperation with representatives of national minorities, as well as the countries of origin of minorities in order to improve their position and rights. It is also related to that

Economic Migration Strategy of the Republic of Serbia for the period 2021 – 2027. годину²⁷ which recognizes the growing impact of migration movements on public administration and the state as a whole, and the **inclusion of migration issues in development policies** is expected to ensure economic growth and improvement of living conditions. for migrants as well as for countries of origin and destination.

Strategy for the fight against high-tech crime for the period 2019-2023²⁸ defines the framework for solving high-tech crime in accordance with the strategic and operational approach to the European Union in terms of high-tech crime. The strategy has a particular impact on the development of training programs for 2021, given

²⁵ "Official Gazette of RS", No. 82 of November 22, 2019

²⁶ "Official Gazette of RS", No. 94 of December 27, 2019

²⁷ "Official Gazette of RS", No. 21 of March 6, 2020

²⁸ "Official Gazette of RS", No. 71 of September 25, 2018

that it recognizes the importance of raising the **digital competencies** of public sector employees. The same is implied through the *Strategy for the Development of Digital Skills in the Republic of Serbia for the period from 2020 to 2024*²⁹ which recognizes the importance of **digital skills** of public administration employees as one of the measures proposes the development of digital competencies of public administration employees which are related to the specifics of their workplace, but also inevitably the development and implementation of programs for **continuous training of ICT professionals** in public administration. In the previous period **Law on Amendments to the Law on Information Security**³⁰ was adopted, which ensures a high level of security of network and information systems. These amendments reduced the number of ICT systems of special importance because it was determined that these systems are not of special importance for the information security of the country. This Law also prescribes the obligations of ICT system operators of special importance. The content of the training Information Security - ICT Systems of Special Importance will be supplemented by the provisions of the new Law.

In order to achieve an adequate level of information security of journalists and media, the **Strategy for the Development of the Public Information System in the Republic of Serbia for the period 2020-2025**, as one of the activities, proposes the improvement of personnel, organizational and technical capacities of state bodies in order to better identify and address security threats in the online environment, including gender-specific threats. The strategy envisages the need for professional training of journalists, media workers and employees in state administration bodies in the field of the right to access **information of public importance and protection of personal data**. In order to support the production and distribution of missing content in the public interest, the strategy recommends **educating local media employees** in the field of project writing.

*Sustainable and Integrated Urban Development Strategy of the Republic of Serbia until 2030*³¹ is especially important from the aspect of arrangement and organization of **urban space**. Urban settlements in the Republic of Serbia are affected by depopulation and demographic aging, regional disparities, problems of urban culture and environmental protection, including climate change. At the national level, the problems of illegal construction, neglect of technical and social infrastructure, insufficient incentives for the development of brownfield sites, as well as the need for digitalization in the management of the development of the territory have been recognized. The strategy recognizes the importance of developing the competencies of public sector employees. In particular, the strategy requires a **measure of professional development in the areas of territorial development management, planning evaluation and implementation, participation process, feasibility study, social impact assessment, construction land management, utilities and infrastructure, housing, gambling, protection, planning and promotion of cultural and architectural heritage**. The strategy also points to capacity building, raising expertise and supporting **local governments** in the digitalization process and establishing e-government. At the same time, it is expected to establish **local strategies of integrated urban development**, which represent a framework for defining strategic projects with which local governments apply for funds from national, European and international sources of funding. *The Strategy of Smart Specialisation in the Republic of Serbia for the 2020-2027*³² represents a strategic approach to economic development, which will be realized through targeted support to research, development and innovation activities. The strategy promotes smart specialization, ie a **knowledge-based approach to economic**

²⁹ "Official Gazette of RS", No. 21 of March 6, 2020

³⁰ "Official Gazette of RS", no. 6 of 28 January 2016, 94 of 19 October 2017, 77 of 31 October 2019

³¹ "Official Gazette of RS", No. 47 of June 28, 2019

³² "Official Gazette of RS", No. 21 of March 6, 2020

development. The strategy sets development priorities based on the research, innovation and economic potential of a society, but also on continuous public-private dialogue, in the areas of: **information and communication technologies, food for the future, machines and production processes of the future and creative industries.** The strategy recognizes the potential of the Serbian ICT sector in the areas of: **mass data and business analytics, cloud computing, the Internet of Things, embedded systems, artificial intelligence and blockchain technologies.** The strategy in the field of machines and production processes of the future also sees potential in **data visualization projects**, simulation in virtual space and demonstration that can be used in research and educational work.

*The Industrial Policy Strategy of the Republic of Serbia from 2021 to 2030*³³ recognizes the circular economy and environmental pollution as areas that, in the future, should be given special attention because they are gaining primacy in the EU concept of industrial development.

*Consumer Protection Strategy for the Period 2019-2024*³⁴ indicates the need for more efficient ways of resolving disputes and strengthening human resources in institutions responsible for consumer protection. Capacity building includes the **development of competencies of consumer protection stakeholders**, including representatives of the judiciary and traders. In addition to civil servants in line ministries, emphasis was placed on employees of regulatory bodies, representatives of consumer associations and representatives of local governments.

In order to improve the role of culture in the life of the citizens of the Republic of Serbia, special goals of the **Strategy of Cultural Development in the Republic of Serbia for the period from 2020 to 2029**³⁵ concern to the improvement of the regulatory framework, institutional capacities and financing systems in culture, international cooperation and European integration processes as well as to the digitization in culture. The cultural policy of the Republic of Serbia, in accordance with the Constitution and laws, is created at the national level, and implemented at the state, provincial and local self-government level. This implies through the training of local officials, as well as adequate planning of **financing of cultural activities**, which is primarily based on public funds allocated by the state, provincial and local government budgets.

In order to improve the health of the population of the Republic of Serbia, the **Strategy of the Public Health of the Republic of Serbia 2018 - 2026**³⁶ states the development and promotion of community health and the improvement of management, communication and partnership for the application of the principle of "health in all policies". In the long run, the Strategy envisages the introduction of **public health as a horizontal theme** in all areas of public policy. The **Strategy for Safety and Health at Work in the Republic of Serbia for the period from 2018 to 2022** has the same goal with an action plan for its implementation, which advocates the concept of lifelong learning and education for improving the system of safety and health at work, ie developing awareness from an early age. about the importance of one's own health and safety. Based on the priorities of the Government, the introduction of a single register of injuries at work is expected, which automatically implies the implementation of training for officials who will keep records in their bodies.

³³ "Official Gazette of RS", No. 35 of March 18, 2020

³⁴ "Official Gazette of RS", No. 93 of December 26, 2019

³⁵ <http://www.kultura.gov.rs/lat/dokumenti/propisi-iz-oblasti-kulture/strategija-razvoja-kulture-za-period-od-2020--do-2029--godine>

³⁶ "Official Gazette of RS", No. 61 of August 8, 2018

Closely related to the above is the **National Program for the Protection of the Mental Health in the Republic of Serbia for the period 2019-2026**³⁷ which emphasizes the need to establish effective inter-ministerial and inter-sectoral cooperation between relevant ministries and cooperation of relevant institutions at the level of local self-government as conditions for the development of mental health care systems in the community. On the other hand, according to the **Draft Law on Safety and Health at Work**, the employer is obliged to provide first aid, to train the appropriate number of employees for first aid and to provide means and equipment for first aid taking into account various factors. The training of employees for safe and healthy work is performed by the employer theoretically and practically, in accordance with the training program for safe and healthy work adopted by the employer. The training program for safe and healthy work contains a general and a special part.

For the purpose of social inclusion of persons with disabilities, the **Strategy for Improving the Position of Persons with Disabilities in the Republic of Serbia for the period from 2020 to 2024**³⁸ proposes **improving the knowledge of civil servants about persons with disabilities and the possibilities of discriminatory actions of civil servants**. The strategy calls for **the implementation of the disability perspective in public policies** by introducing a mandatory ex ante and ex post analysis of the effects and impact of all sectoral and cross-sectoral public policies, programs, plans and regulations on the position of persons with disabilities.

The Law on the Register of Spatial Units in the Address Register³⁹ prescribes the powers, duties and responsibilities of state bodies and organizations, bodies and organizations of provincial autonomy, bodies and organizations of local self-government units, institutions, public companies, special bodies through which the regulatory function is exercised. persons entrusted with public authorizations when using data from the Register of Spatial Units and the Address Register. The Republic Geodetic Authority is responsible for keeping the Address Register, but the registration of addresses can be done only after the naming of streets by local self-government units. Most municipalities and cities carry out this procedure irregularly, both due to different interpretations of regulations and due to lack of timeliness in their work. The Republic Geodetic Authority is responsible for keeping the Address Register, but the registration of addresses can be done only after the naming of streets by local self-government units. Most municipalities and cities carry out this procedure irregularly, both due to different interpretations of regulations and due to lack of timeliness in their work.

Law on the 2021 Census of Population, Households and Dwellings⁴⁰ The next census in the Republic of Serbia is planned for 2021. In 2021, the census is planned to be conducted by all EU member states and EFTA members, in order to ensure, in addition to methodological, optimal temporal comparability of census data at the international level. Obligations of state and other bodies and organizations in the preparation, organization and implementation of the Census, it is defined that the Census is prepared, organized and conducted by the Republic Bureau of Statistics, with certain tasks related to the Census through census commissions. Ministries and special organizations, local self-government units and other bodies, organizations and institutions also participate in the preparation and implementation of the Census, within their competence.

The Rulebook for taking exams for inspectors is being drafted, which regulates the program and manner of taking exams for inspectors, as well as other elements of importance for taking and conducting exams for

³⁷ "Official Gazette of RS", No. 84 of November 29, 2019

³⁸ "Official Gazette of RS", No. 44 of March 27, 2020

³⁹ "Official Gazette of RS", No. 9 of February 4, 2020

⁴⁰ "Official Gazette of RS", No. 9 of February 4, 2020

inspectors. Among other things, the Rulebook stipulates that a person who takes the exam for an inspector, before applying for the exam, attends the e-Inspector training program, which is conducted by the National Academy of Public Administration. Along with the Request for taking the exam, the person encloses a certificate of participation in the e-Inspector training program.

The newly adopted **Regulation on Professional Examination of the State Administration Staff**⁴¹ envisages the obligation to take the following examination subjects for candidates with higher education: Constitutional system, State administration system, Administrative procedure and administrative dispute, Office operations, Labor legislation and Fundamentals of the European Union system. On the other hand, candidates with secondary education will take the following exam subjects: Constitutional regulation and basics of the state administration system, Administrative procedure, Office operations, Fundamentals of labor legislation and Fundamentals of the European Union system.

Amendments to the **Code of Conduct of Civil Servants**⁴² specifically address the role of civil servants during crisis situations. For the purpose of prevention, a civil servant who manages a state body or a narrow internal unit in the body is obliged to reorganize business activities and apply human resource management to the epidemiological situation, and to consider and take measures to reduce the transmission of infection among employees, protect those at greater risk from harmful health complications, measures and plans for maintaining business processes in the event of a larger number of absences than usual and minimizing the negative effects on other bodies, services and citizens.

A special collective agreement for state bodies⁴³ states the right to compensation of 100% of the basic salary due to temporary absence during the epidemic of the infectious disease COVID-19, due to which a state of emergency was declared. A special collective agreement describes the manner in which this right is exercised.

The purpose of the new future **Methodology for monitoring implementation of the LAP** the adoption of which is expected by the end of 2020, refers to the establishment of a unique way of keeping data on key institutes and phases of all types of administrative procedures. For the application of the methodology, information technologies are used, the office and the system for managing documents kept in electronic form are established and technically maintained by the Government service responsible for the design, harmonization, development and functioning of the e-government system. The methodology also defines the forms and types of reporting on resolving individual administrative matters, as well as reports on supervising the resolution of administrative matters through the second instance procedure, application of other legal means, ie the manner of reporting to the administrative inspection on the performed inspection. In addition, the methodology determines the time and manner of reporting and provides instructions for filling in the content.

⁴¹ "Official Gazette of RS", No. 86 of December 6, 2019.

⁴² "Official Gazette of RS", no. 29 of March 21, 2008, 30 of March 27, 2015, 20 of March 16, 2018, 42 of June 1, 2018, 80 of November 8, 2019, 32 of March 16, 2020

⁴³ "Official Gazette of RS", no. 38 of 31 May 2019, 55 of 14 April 2020

GOVERNMENT WORK PLAN FOR 2020

- According to the Government's Work Plan, the adoption of several acts is expected by the end of 2020. At the same time, the implications of the newly adopted acts on the development of the training budget for the next year are considered, primarily: **Budget System Law**, which regulates the planning, preparation, adoption and execution of the budget of the Republic of Serbia, autonomous provinces and local governments, and the preparation and adoption of financial plans. compulsory social security organization, and other issues relevant to the budget system.
- **Strategy for Development of Public Internal Financial Control in the Republic of Serbia after 2020**, which refers to the strategic period after 2020 and includes goals, measures and activities to improve the IFCP
- **Regulation on Changes and Amendments to the Regulation on Budget Accounting**, for the purpose of harmonization with the Budget System Law
- **Strategy for combating fraud in the use of EU funds, with an accompanying Action Plan**. The adoption and implementation of the Strategy also represents the fulfillment of the obligations assumed by the Negotiating Position of the Republic of Serbia for the Intergovernmental Conference on the Accession of the Republic of Serbia to the European Union for Chapter 32. Financial Supervision.
- **Rulebook on accounting and accounting policies**
- **Rulebook on detailed conditions and manner of public disclosure of financial statements and keeping the Register of Financial Statements**
- **Rulebook on conditions and procedure for taking the exam for acquiring the title of certified internal auditor in the public sector**
- **Rulebook on the system of budget execution of local self-government units**
- **Rulebook on the manner of preparation, compilation and submission of financial reports of users of budget funds, users of funds of organizations for compulsory social insurance and budget funds**
- **Rulebook on standard classification framework and chart of accounts for the budget system**
- **Rulebook on common criteria for organizing and standards and methodological instructions for acting and reporting on internal audit in the public sector**
- **Law on Amendments to the Law on Public-Private Partnerships and Concessions**, which is adopted in order to harmonize legislation with European Union standards
- Regional and local development incentive program, which regulates the conditions and criteria for the implementation of regional and local development incentive programs
- **Action plan for improving the position of the Republic of Serbia in the ranking list of the World Bank on business conditions - "Doing business" for the period 2020 - 2021**, which determines the measures and activities that stakeholders should do to improve the business environment and improve the position Of the Republic of Serbia on the Doing Business list
- **Law on Consumer Protection**, which regulates consumer protection in accordance with the acquis and the adopted new directives of the European Union on consumer rights, which creates conditions for more efficient consumer protection and protection of competition, as well as supervision
- **Law on Electronic Communications**, in order to harmonize with the EU Directive 2018/1972 of the European Parliament and the Council of 11 December 2018 on the establishment of the European Electronic Communications Code, improvement of business conditions of electronic communications

operators in the Republic of Serbia and protection of users of electronic communications services further strengthening competition in the electronic communications market

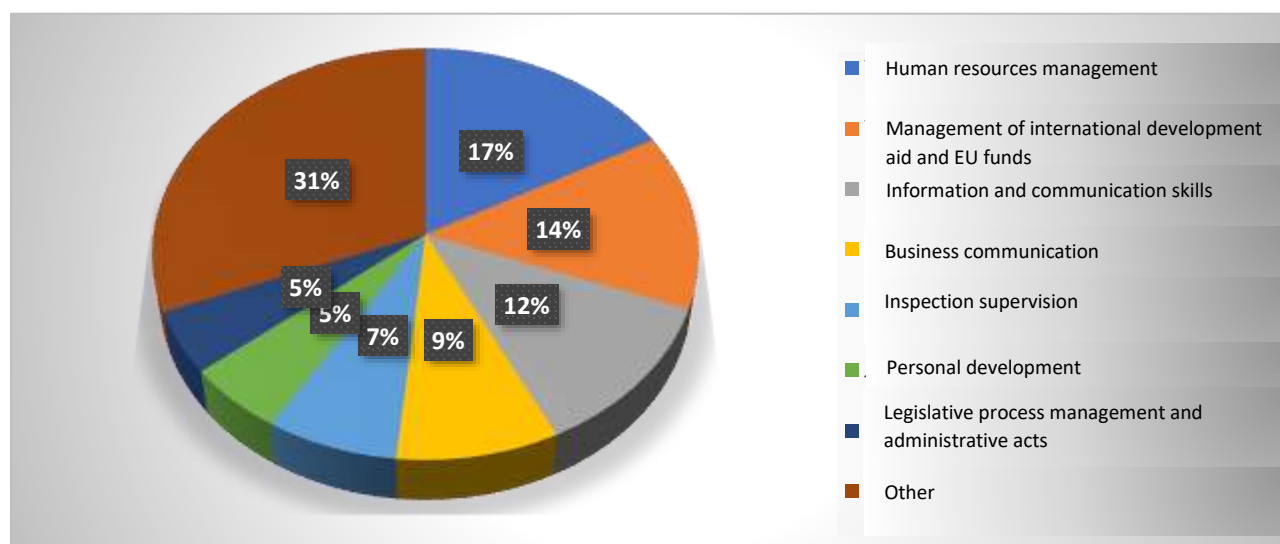
- **Law on Broadband Communication Infrastructure**, which regulates the conditions and manner of development of broadband Internet access, as well as the construction of an optical network on the entire territory of the Republic of Serbia. Compliance with Directive 2014/61 / EU will reduce administrative costs and simplify licensing procedures, as well as share available capacity.
- **Action plan for the implementation of the Strategy for the Development of New Generation Networks until 2023**, which determines the measures for the implementation of the Strategy for the Development of New Generation Networks until 2023
- **The Law on Changes and Amendments to the Law on Free Access to Information of Public Importance** will introduce the obligation to publish an electronic Labor Information Booklet. This implies that all data that taxpayers must publish will be available in a machine-readable format. The adoption of the Law is envisaged as an activity in the Action Plan for Public Administration Reform for the period 2018-2020 and the Action Plan for Chapter 23. Judiciary and Fundamental Rights. Amendments to the Law will ensure effective control of the legality of the work of state administration bodies and other subjects of administrative inspection due to violation of the right to access information of public importance while respecting the principle of independence of the control body and the principle of good administration; establish the obligation of the bodies obliged to this law to proactively publish information of public importance, as well as comprehensively improve the procedure related to access to information and strengthen the independence of the institution of the Commissioner for Information of Public Importance and Personal Data Protection.
- **Law on Changes and Amendments to the Law on Civil Servants**, in order to harmonize the civil service system based on competencies and on the principles of transparency, competitiveness, admission and promotion on the basis of merit
- **Law on Salaries of Civil Servants and State Employees**, for the purpose of harmonized regulation of the civil service system based on merit
- **Law on Amendments to the Law on Public Administration**, which provides for the creation of a basis for the establishment of a register of holders of public authority, management responsibilities and compliance with the LAP
- **Law on Changes and Amendments to the Law on the Protector of Citizens**, the adoption of which is envisaged as an activity in the Action Plan for Chapter 23: Judiciary and Fundamental Rights, in order to strengthen independence and improve the efficiency of the Protector of Citizens, especially in the National Mechanism for Torture Prevention; that is, through Strengthening the independence of the institution - to ensure greater stability through the improvement of the election procedure and termination of office; to ensure greater financial and personnel independence, as well as to improve the efficiency of the work of the Protector of Citizens - to improve the procedure; improving cooperation with public administration bodies, the National Assembly and courts
- **Action plan for the implementation of the Open Government Partnership (OGP) initiative for the period 2020-2022**, which would ensure openness in the management of public affairs; public accountability; improving the relationship between government bodies and civil society organizations; transparency and openness of the entire legislative process.

- **Regulation on office operations of state administration bodies**, the amendment of which derives from the Law on Electronic Administration and the Law on Archiving and Archival Material and should provide a normative framework for all electronic documents to be archived in electronic form
- **Regulation on the single administrative place**, the adoption of which derives from the Law on General Administrative Procedure and should provide facilitated access of citizens to all services provided by the state administration
- **Local Self-government System Reform Programme**, whose adoption shows a clear intention of the state to lead the process of decentralization of Serbia on the basis of strategic planning and coordination, in order to increase efficiency and quality in providing public services to citizens, by improving the capacity of local governments and creating conditions for sustainable development at the local level. The programming document, based on a deep analytical basis, in addition to the financial aspect, should ensure the distribution of competencies and tasks at the level of government at which the performance of those tasks is most efficient and effective.
- **Rulebook on the exam for a communal policeman**
- **Law on Amendments to the Law on Foreigners**
- **Multi-annual planning document "Partnership for Development: Priorities for International Assistance for the Period until 2025"**, which will define priority measures and activities for financing from funds for international development assistance until 2025
- **Program of official statistics in the period from 2021 to 2025**, which defines activities for the harmonization of statistical surveys and indicators with international standards, primarily with the standards of the European Statistical System and the European Union. In addition, the Program should, by producing quality, reliable, timely and easily accessible data, meet the requirements of a wide range of users. The program determines: the strategy for the development of official statistics in the Republic of Serbia for a period of five years; review of the expected results of the development of official statistics; an overview of the most significant infrastructural and development activities that cannot be classified in certain areas; responsible producers of official statistics and expected problems and conditions for the implementation of the program.
- **Law on the Register of Administrative Procedures and the methodology of their regulation**, which regulates the establishment, content, maintenance and manner of use of the register of administrative procedures
- **Action plan for the implementation of the Strategy for regulatory reform and improvement of the public policy management system for the period from 2019 to 2020**, which determines the activities for the implementation of measures set out in the Strategy, bodies in charge of their implementation, necessary financial resources and deadlines
- **Rulebook on monitoring the application of regulations in the field of public procurement**
- **Rulebook on the procedure and conditions for obtaining a certificate for a public procurement officer**

Given that at this time there is no detailed information on the reasons and directions of amendments to existing and adoption of new acts, depending on the degree and importance of changes, NAPA will, in cooperation with the competent authorities in the coming period revise existing or create new programs to respond to the need to improve the capacity to implement new legal solutions.

ANALYSIS OF PROFESSIONAL TRAINING NEEDS BASED ON EVALUATION SHEETS FOR 2019

To collect data of this type, as an instrument, a battery of instruments composed of a questionnaire and a Likert-type scale was used. Specifically, at the end of each completed training, participants provided feedback on the quality of training through an evaluation questionnaire and expressed their needs for additional training. The evaluation questionnaire in 2019 was completed by 5,573 participants. When asked "Do you need new trainings", 3,237 respondents answered in the affirmative by entering the appropriate topics. There were 1,586 participants without answers, and 750 participants gave a negative answer. By analyzing and processing the above information, at the state and local level, the National Academy came to the following results.

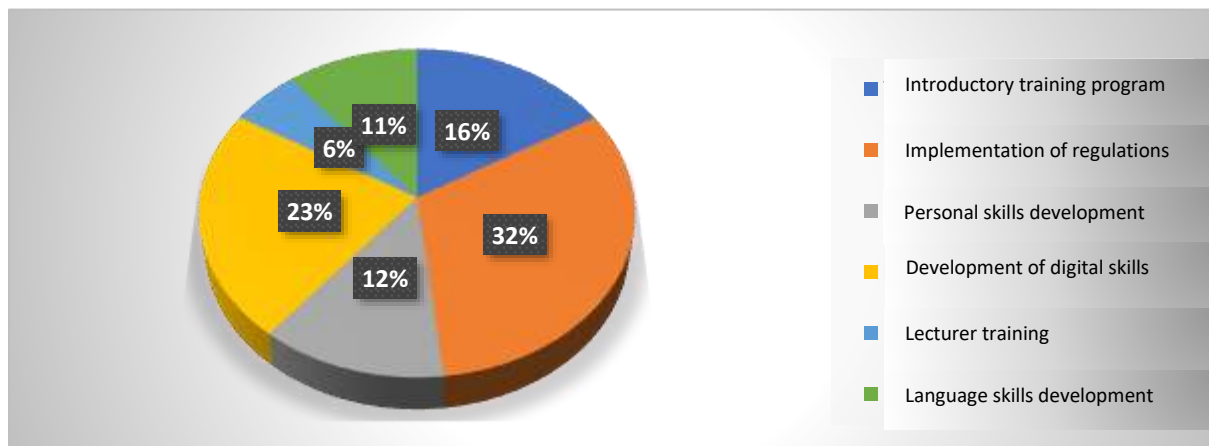


Graph 1: Needs for additional training within the General Training Program for Civil Servants according to the estimates of NAPA training participants in 2019

The need for new trainings for civil servants is most pronounced in the area of Human Resources Management. Specifically, civil servants are most interested in the topic "Performance evaluation" (146 respondents), followed by "Competence-based staff selection procedure - methods and techniques" (40 respondents) and "Analysis of job descriptions and determination of competencies for civil servants" (30 respondents). The area of International Development Assistance Management and EU Funds is the second most important area. The need for new trainings on the topic "Project Cycle Management" was expressed by 35 respondents. Information and communication skills are important for civil servants, so the greatest interest is in the topics "Tabular calculations - advanced level" (50 respondents), "Tabular calculations" (39 respondents) and "Presentations" (24 respondents). Over 59 respondents expressed the need for professional development in the field of Business Communication, and some pointed out the following topics: "Communication skills in a

business environment" (54 respondents), "Public appearance" (48 respondents) and "Written communication in administration" (19 respondents) . In the area of Inspection Supervision, the topics "Towards more efficient inspections" (77 respondents), "E-inspector" (21 respondents) and "Communication skills and professional conduct of inspectors" were especially highlighted. As the most important topic in the field of Personal Development, 44 respondents mentioned "Stress Management", while less interest was expressed in the topic "From another angle - successful conflict resolution" (27 respondents). As the last important area from the General Program of Civil Servants, the respondents recognized the Management of the legislative process and administrative acts, ie the topics "General Administrative Procedure" (61 respondents) and "Planning, drafting and implementation of regulations" (16 respondents). Other areas that are recognized as important, but not to a significant extent as previously mentioned are: Foreign language, Training of lecturers, Public finance, Safety, health and safety at work, Introductory training program and others and they form the category "Other" on the chart.

Respondents recognized the need for professional development of managers and singled out "Communication skills and conflict resolution" (15 respondents), "Time management and meeting management" (13 respondents), "Decision making" (6 respondents) and "Managing efficient teams" (5



respondents) as relevant topics for their further development.

Graph 2: Needs for additional trainings within the General training program for employees in local self-government units according to the estimates of NAPA training participants in 2019

The need for professional training of employees in local self-government units is most prevalent in the area of application of regulations. In addition to the importance of all topics (33 respondents), 95 respondents singled out "Towards more efficient inspections" and 63 respondents "General Administrative Procedure" as a topic in which they need training. In second place is the area of digital skills development. In addition to the importance of all topics in this area (32 respondents), respondents highlighted the importance of the following topics "Spreadsheets" (29 respondents), "Word Processing" (16 respondents), "Spreadsheets - Advanced Level" (15 respondents) and " Presentations "(12 respondents).

The introductory training program for civil servants with higher or secondary education is in third place. As special topics, respondents point out "Administrative procedure, with elements of office operations and administrative dispute" (18 respondents), "Constitutional system" (16 respondents), "Fundamentals of the European Union system" (15 respondents) and "Successful communication - written and oral "(13

respondents). In the area of personal skills development, respondents single out "From another angle - successful conflict resolution" (18 respondents), „ Face to face: communication skills ”(16 respondents) and“ Stress Management ”(14 respondents). In the area of Development of language competencies, the topic "Written communication in administration" was singled out (10 respondents). Over 25 respondents expressed the need for the topic "Training of lecturers - advanced level" while a smaller number of them (9 respondents) are interested in "Training of lecturers - basic level". As at the level of state administration, the need for training of managers is visible at the local level in the following topics "Conflict Resolution and Overcoming Stress" (14 participants), "Business Communication Skills" (9 respondents), "Managing Effective Teams ") and" Public appearance and presentation skills "(5 respondents).

ANALYSIS OF COMBINED NEEDS FOR PROFESSIONAL TRAINING OF OFFICIALS AT THE LEVEL OF STATE ADMINISTRATION BODIES AND LOCAL SELF-GOVERNMENT UNITS

Conducted focus groups

With the support of the project "Support to NAPA in the professional development of public administration" funded by the European Union, two focus groups were conducted for contact persons of state administration bodies in the field of human resources management "**The most efficient approach to meeting professional development needs**", on February 25, 2020 from 9.00 - 11.00 and from 13.00 - 15.00.

The aim of the focus groups was to analyze, discuss and consider the most efficient way to implement the needs for professional development in order to respond to the development needs and challenges faced by public administration bodies. The following questions were answered during the focus group discussion:

- What are your experiences in conducting professional development needs analysis so far?
- What problems did you face?
- Were the managers working alone or were the employees involved, and what is your recommendation for the next cycle?
- What was the role of the HRM unit - is there room to improve the role of HRM units in the needs analysis process?
- Link between competencies and training - do the trainings fit the competence framework?
- Performance appraisal report - quality of the report in terms of identifying the required training?
- What are the opportunities and potential challenges of different approaches to needs analysis (two approaches presented at the beginning of the focus group)?
- How do you see the support of NAPA and this project?



The focus groups were attended by representatives of the following bodies (officials in charge of determining the needs for professional development in their bodies): Ministry of Economy; Ministry of Labor, Employment, Veteran and Social Policy; Ministry of Finance; Customs Administration; Treasury; Ministry of Interior; Directorate for Waterway; Directorate for Railway; Ministry of Public Administration and Local Self-Government; Office for Cooperation with Civil Society; Secretariat for Public Policies; Human Resource Management service; Fiscal Council and the National Academy of Public Administration. In addition to 19 participants from these bodies (10 within the first and 9 within the second focus group), three representatives of the NAPA Sector for the preparation of training programs and quality management also participated in the work of the focus group.

Main conclusions of the discussion:

- The information on required training provided in the performance appraisal forms can hardly be considered as a comprehensive and high-quality source of information in determining training needs.

Performance evaluation forms rarely include information on required training (this field is often left blank), and the reasons are in most cases either the lack of interest of managers in filling out that part of the form or the attitude that training needs have already been met. With the support of senior managers (immediate superior civil servant in the position, eg ministry secretary) and a more active role of the human resources unit, some bodies have been able to improve the quality of training information provided in this part of the form. Given that in a significant number of bodies a similar relationship can be expected in this cycle of performance appraisal, the information on required training provided in these forms can hardly be considered as a sufficient source of information to determine the need for professional development.

- Comprehensive and quality analysis of professional development needs is rarely carried out in the sense that all the steps proposed by the Guide and methodology for the implementation of professional development needs have been implemented.

Except in the Ministry of the Interior, a comprehensive and quality analysis of professional development needs is rarely conducted in bodies, so in the previous period the focus was not on planning training needs but on selecting and attending trainings already organized by NAPA. In addition, it is often difficult for employees to estimate one year in advance which trainings they will need, so there are significant deviations from the stated needs and trainings for which they apply and which they attend.

- The quality of the training needs questionnaire that officers provide to human resources units is questionable, so it is necessary to devise a way to motivate managers and employees to take this task more seriously.

Trainings and even the analysis of professional development needs are not considered a priority area, and the number of employees who fill out questionnaires cannot be considered an adequate sample (in practice it happens that between 10 and 20% of the total number of employees respond to the submitted questionnaire).

Determining the needs for professional development is mainly realized by forwarding the questionnaires obtained by NAPA to the heads of organizational units, which they forward to the officials to whom they are superior. Regarding the manner of determining the needs for training, it is not entirely clear whether the managers and their employees are guided by the need to improve the work of the organizational unit when identifying training, ie. problems in work that can be solved by training, or personal interest of employees in certain topics. In addition, it is not uncommon for employees to fill out a questionnaire without too much

thought in order to "complete this obligation" and without too much involvement in considering the content of the topic to be chosen.

- *When conducting training needs analyzes, human resources units need support from a higher level of management*

There is a great lack of interest within the bodies when it comes to the analysis of the needs for professional development, so the human resources units make a great effort to make even the smallest progress. This is also reflected in the fact that human resources units invest significant time and energy in order to receive a slightly larger number of completed questionnaires from employees, which identify training topics. Some bodies have solved the problem of poor response to the request for identification of training topics with the strong support of senior managers - e.g. in the Ministry of Finance, the sending of requests for filling in these questionnaires by the Secretary of the Ministry contributed to a greater response from managers and employees.

- *It is necessary to work on improving the understanding of the importance of personal development, as well as to devise a strategy to increase the motivation of managers and employees for training (both to identify needs and to participate in training)*

The degree of interest of managers and employees in training varies from body to body - while in some bodies there is a great interest, in other bodies managers are not interested in personally or in sending employees to training. It is also necessary to link trainings with job descriptions for individual jobs and assign a greater role to immediate managers in controlling the application of learned knowledge and skills, as well as defining the very expectations from the trainings.

- *Development of management staff (both sector managers and narrow organizational units) is extremely important for further improvement of public administration*

Line managers (both sector managers and narrow organizational units) do not fully understand their role in performing human resource management functions, so it is expected that most of these tasks will be performed independently by employees in the human resources unit. In addition, managers are not expected to take responsibility for sending employees to trainings or for defining expectations from participants in various trainings after returning to work.

- *When planning trainings, one should keep in mind the jobs and changes that are expected from the management in the next period, as well as the attitudes of the participants in the trainings from the previous period.*

In the previous period, employees were most interested in the following topics: grammar rules; stress management, business communication, etc. The assessment of the participants is that in the coming period, important topics will be e-office business, strategic planning, as well as timely organization of trainings related to changes in regulations. In addition, for some trainings, the extension of the implementation time should be considered, and in order for the participants to take the trainings more "seriously", it is necessary to introduce testing after the training. In addition, trainings that contribute to the development of behavioral competencies are extremely important, as well as the periodic repetition of certain trainings in order to "refresh knowledge".

- *Consider the possibility of including competencies, as well as additional information on individual trainings, in the questionnaire for determining the needs for professional development in addition to the names of training*

topics. Since employees often fail to relate their problem in working with the topic of a training, it should be considered that instead of just a list of training topics, what the trainee can expect from a training should also be stated. The authorities expect to receive an appropriate questionnaire from NAPA to determine the needs, and a link between training and competencies should be made.

- Opinions are divided on the concept to be applied in conducting an analysis of professional development needs - (1) a questionnaire with a list of trainings and (2) identifying problems in the functioning of organizational units, and in the second step identifying trainings that can solve these problems

While one group of representatives of human resources units believes that the concept of a questionnaire with a list of training topics to be completed by managers and their employees should be applied in this cycle, another group believes that better inputs can be obtained by considering problems in the work of bodies and then focusing on identifying relevant trainings in response to identified problems.

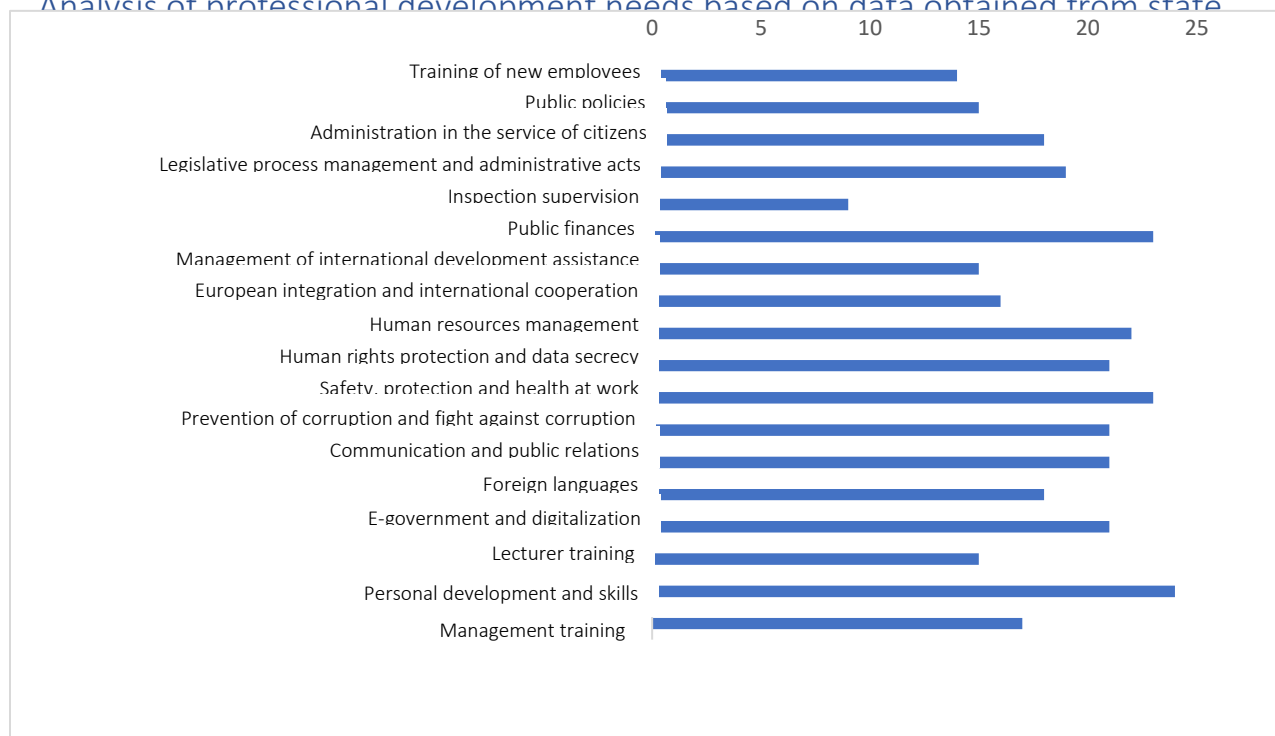
- Regardless of the approach chosen, human resources units will need different types of support in conducting the analysis of professional development needs (eg guidelines for conducting the analysis, training for interviewing managers, advisory support, etc.)

If an approach is chosen to focus managers and employees first on problem identification and to identify training to address these problems in the next step, human resources units would also need detailed guidance and training to implement it well.

- The TNA methodology is an umbrella document to be followed when conducting a training needs analysis

The final list of topics to be submitted to NAPA should be prepared by human resources units keeping in mind the information contained in the available documentation and completed questionnaires, as well as interviews with managers.

Analysis of professional development needs based on data obtained from state



3: The need for development by thematic areas

The need for **training of newly employed civil servants** is expressed in 56% of bodies and has a high degree of priority in all bodies in which there is a need. Training is necessary for a slightly higher number of those with

higher education compared to respondents with secondary education. Respondents recognize the lecture and seminar as a desirable form of realization.

Trainings in the **field of public policies** are needed in 60% of bodies, mostly with high priority. Public Policy Training - drafting documents is the most sought after in the entire field with over a hundred stakeholders. The most desirable forms of realization are a seminars and lectures, as well as mentoring.

Administration in the service of citizens is recognized as an area needed in 72% of bodies, at the same time, training Introduction to quality management is most in demand for almost three hundred participants. On the other hand, the concept of Good Governance training is needed for over two hundred employees, while the Office Business training is required for almost two hundred respondents, in a very high priority. Also, the respondents especially pointed out as necessary and additional trainings: Management of data from official records from the register in electronic form and Electronic documents and archiving in electronic form which

are already contained in the existing trainings. As a form of realization for all trainings in the mentioned field, the respondents recognized a seminar and a lecture.

The area of **Legislative Process Management and Administrative Acts** is recognized as necessary by 76% of state bodies, while all trainings in this thematic area are high priority and individually recognized as necessary for more than 150 respondents. The most sought-after training is the General Administrative Procedure - basic training, and as a form of implementation, the most desirable are seminars and lectures. As additional training within this area, respondents recognize the second instance procedure and administrative dispute - regulations and practice.

Trainings in the field of **Inspection Supervision** were requested from only 36% of bodies, however, all bodies that have organized inspections and who responded to the questionnaire expressed the need for training in this area. All existing trainings are in high demand and high priority. Training, seminar, lecture but also mentoring are recognized as desirable forms of professional development. On the other hand, the implementation of misdemeanor proceedings is recognized as additional content that needs to be realized in the coming period and which will certainly be incorporated into existing topics. Also, training for the use of the E-inspector software solution as well as decision making are especially highlighted as necessary.

The thematic area of **Public Finance** is needed by 92% of bodies with high priority. The most sought-after training is related to public procurement, followed by training in budget accounting and reporting. As additional trainings that are not covered by the current program, respondents recognize financial management and control - risk analysis and monitoring, management responsibility as well as training for calculating travel expenses and the use of official vehicles and own vehicles for official purposes. As a form of realization, the most sought after are seminars and training, but also e-learning and mentoring.

60% of bodies expressed the need for the thematic area of **Management of International Development Aid and EU Funds**. Given the structure of the responding authorities, this figure shows the real needs of all those authorities that have organized IPA units or are involved in one of the phases of project management. This thematic area consists of three sub-areas. For the sub-area **Training Program for New Employees in IPA Structures**, the need was expressed by 67% of the bodies out of the total number of bodies that expressed the need for training in the field of Management of International Development Aid and EU Funds. As many as 73% expressed the need for the sub-area **Training Program for Employees in Project Planning and Implementation**, and 47% for the sub-area **Training Program for Employees in Contracting and Financing Programs from EU Funds**. The most requested trainings are Irregularities in the IPA context, Works Contracts (PRAG), Supply Contracts (PRAG), as well as Service Contracts (PRAG). All trainings are needed with high priority, and the most commonly recognized forms of implementation are: training, seminar and workshop. As a new topic in connection with which further training is necessary, the respondents state the application and implementation of projects from other EU funds as well as funds from other donors.

The thematic area **European integration and international cooperation** is recognized as necessary in 64% of bodies. The most frequently requested topics are International Agreements - Preparation and Conclusion and Conducting International Negotiations. All trainings are generally high priority, and the most desirable form of realization is a seminar and lecture, and less often e-learning. New topics that the authorities recognize as necessary are: Cyber security in the EU, Diplomatic Dictionary and Diplomatic Practice, Preparation of expert platforms within bilateral and multilateral cooperation, as well as Preparation of programs and protocols on

international cooperation. The contents of the existing topics will certainly be compared to the expressed needs.

The thematic area of **Human Resources Management** is a high priority for most bodies, and the need for training in this area was expressed by 88% of bodies. The most sought-after trainings in this area are still Performance appraisal, Competence-based human resource management as well as Labor relations in state bodies - application in practice. The most desirable forms of implementation are a seminar, lecture and workshop, and with a smaller number of bodies, e-learning. The following are recognized as new topics that are not covered by the current programs: Professional development through internships, Manner of engaging implementers of professional training programs, as well as Evaluation of professional training programs.

The thematic area of **Human Rights Protection and Data Secrecy** is also in high demand, with 84% of bodies. The most sought-after trainings are: Protection of personal data, Protection of classified information and Protection from discrimination. All trainings are high priority and the most common forms of realization are seminars and lectures, and less often e-learning. As new topics, respondents recognize the Information Security of personal data, Information Security of classified information, but they would also like to be acquainted with the case law in this area.

Safety, protection and health at work is a thematic area that is needed by 92% of bodies, while all topics in this area are highly sought after and high priority. Trainings: Anti-stress workshops, Safety and health at work and In a few steps to maintaining physical health at work have become a particular priority during the Covid-19 virus pandemic. Also, the need for training Mobbing - prevention and protection from harassment at work has traditionally been recognized. Workshops, seminars and, less frequently, e-learning have been identified as forms of implementation. As new topics that will certainly be the subject of consideration during the development of the next programs, the respondents stated the Law on Protection of the Population from Infectious Diseases and Safety and Health at Work in the Application of New Technologies.

Prevention of corruption and fight against corruption is a thematic area needed in 84% of bodies. The most requested trainings in this area are the Right to Access Information of Public Importance and the Development, Implementation and Monitoring of the Implementation of Integrity Plans. All trainings are high priority and the seminars and lectures are the most desirable form of realization.

Communication and public relations is also a very popular area, ie the need for development in this area has been expressed in 84% of bodies. The most sought after trainings are: Communication Skills, Written Communication, Conflict Resolution and Power of Feedback. Also, a larger number of officials expressed the need for development in the field of public speaking. All trainings are of extremely high priority and training and seminar are mentioned as a ways of realization.

For the area of **Foreign Languages**, there is a need in 72% of the bodies, mainly for advanced levels of English (above B1 level) with high priority. French, German and Russian are in demand for a small number of officials with medium priority. The most desirable form of realization is a course. Business correspondence in English stands out as a new topic within this thematic area. Since this topic is included in the existing specialist English language course, it will certainly be included in the next program.

The area of **E-government and digitalization** is especially important and recognized by 84% of bodies. Trainings for the MS Office software package are the most sought after, and trainings, workshops and e-learning are the most desirable forms of realization. The trainings Electronic Government in the Service of Citizens and

Electronic Document, Electronic Identification and Trust Services in Electronic Business are also in great demand, and their priority has increased during the Covid-19 virus pandemic.

Training of lecturers is recognized as an area of development required by 60% of the authorities. The most sought after is the basic level of training of lecturers with high priority. Training, seminar, lecture and mentoring were recognized as desirable forms of realization by most respondents.

Personal development and skills are the most sought after area of development, recognized in 94% of bodies. The most sought after trainings are: Overcoming stress, Personal development and career planning and Development of personal efficiency and creativity. All trainings are of very high priority and the most desirable forms of implementation are trainings, workshops, lectures and e-learning.

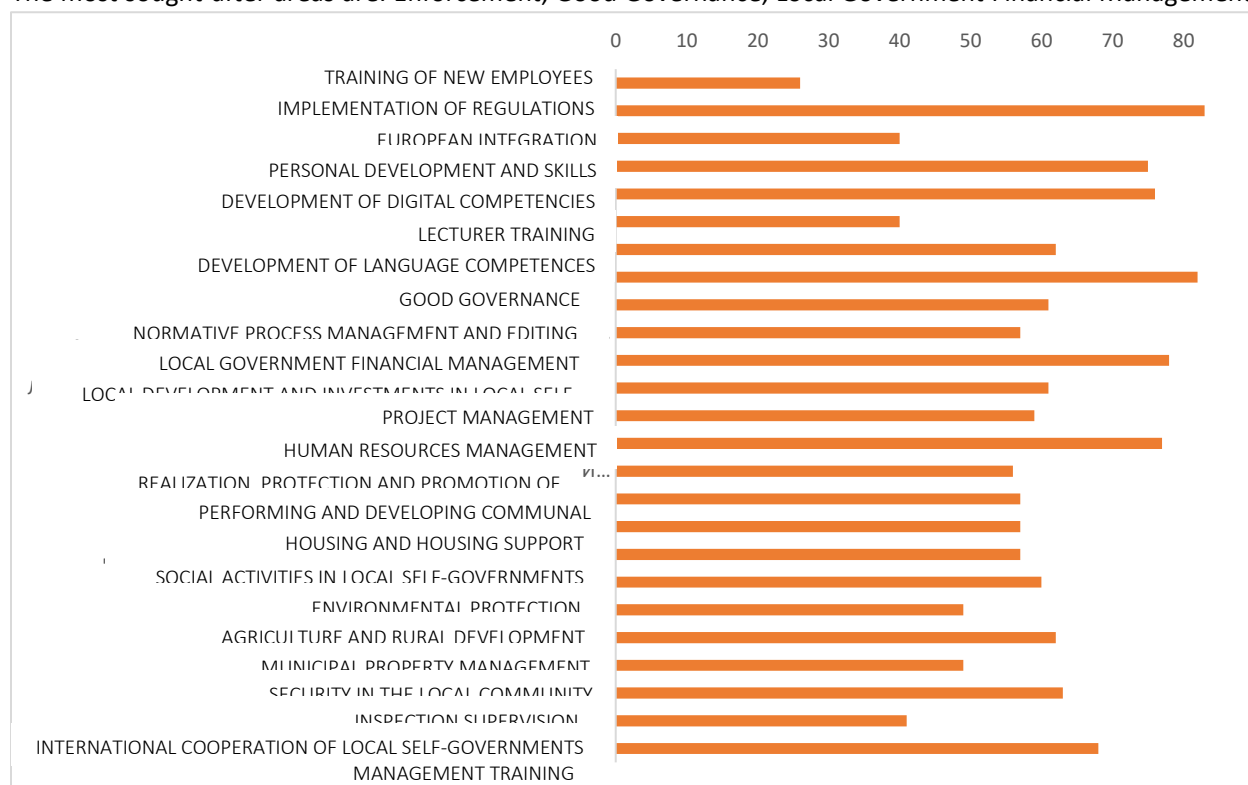
Training of managers is a thematic area that is expressed in 68% of bodies. The most sought after are the trainings of the heads of the narrow internal units in the form of seminars with high priority.

Analysis of professional development needs based on data obtained from local self-government units

In accordance with the Methodological Instruction on TNA, the collection of organizational needs of local self-government units was conducted. Data collection, carried out through an online questionnaire, began on April 5, and having in mind the introduction of a state of emergency in the country, data collection continued after May 15 and lasted until June 20, 2020. The questionnaire was filled out by 84 local self-government units and expressed the need for 12,254 employees, of which 1,441 are heads of basic / special organizational units / narrow internal units. Having in mind the original competencies of local self-government as well as the collected answers, the sample of over 48% of local self-government units can be considered appropriate and the conclusions arising from the analysis can be generalized and considered relevant for all local self-government units, especially because the sample includes both large cities and municipalities. Data were collected through the online platform LimeSurvey and processed in the software package SPSS and MS Excel. A detailed overview of local self-government units that expressed the need for professional development, as well as the findings that were made, are given as an appendix to the report.

For greater clarity, the online questionnaire was designed so that LGUs first assess whether there is a need to improve knowledge and skills in a particular thematic area, and then, for each thematic area for which there is a need, individually for each topic determine the number of officers required development, level of priority and preferred mode of implementation.

The most sought-after areas are: Enforcement, Good Governance, Local Government Financial Management,



Human Resource Management and Development of Digital Competences, for which more than 90% of local self-government units have expressed their needs. Training of new employees is the least demanded and the need is expressed in only a third of municipalities.

Graph 4: The need for development in local self-government by thematic areas

Training of new employees is a thematic area that is needed in only 31% of local governments. An introductory program for civil servants with higher education is almost three times more necessary than for employees with secondary education. Trainings are high priority and the most desirable forms of realization are: training, seminar and lecture.

Enforcement is the thematic area for which the greatest need is expressed, in 99% of local self-government units. The most sought-after training is the General Administrative Procedure, which was expressed by almost 2,500 officials. There is also a great need for development in the field of inspection supervision, but also the optimization of administrative procedures. All trainings are high priority, except trainings in the field of public policy management, which implementation is assessed as a medium priority. The most suitable forms of realization are training, seminar, workshop, but also e-learning. As new topics, the respondents mentioned the training for the software solution E - inspector, as well as the Law on Misdemeanors.

European integration is an area recognized by 48% of LGUs as an area in need for development. The most needed development is on the topics Introduction to the EU and European Union Law, but the priority of the implementation of trainings is assessed as low. Forms of realization that were assessed as suitable are: seminar,

lecture and e-learning. An additional topic that was expressed was the need for harmonization with EU legislation.

Thematic area **Personal development and skills** is recognized in 89% of local self-government units as an area in which employees need development. The most sought after trainings are: Communication skills, Overcoming stress, Teams and teamwork and Conflict resolution - with very high priority. The least need is expressed for the Be a Change training and at the same time the level of priority for this training is very low. The most sought-after forms of realization are training, seminar and workshop. New topics that respondents recognize as necessary are Assertive communication with clients and State Protocol with elements of business protocol.

Development of digital competences assesses as necessary for its employees in 90% of local self-government units. The greatest need was expressed for basic training within the MS Office software package, in high priority. Also, trainings: Electronic document, electronic identification and services of trust in electronic business and Establishment of electronic services are very much needed. Respondents recognize a course, seminar or workshop as the most desirable form of realization, and less often e-learning. CISCO and PYTHON network administration have been recognized as new trainings.

Lecturer training was recognized as necessary for the development of officers in 48% of LGUs. The most sought after is the basic level of training, in the middle priority, and training is recognized as a form of realization.

Development of language competences is necessary in 74% of local self-government units. The most needed are higher levels of English with high priority, then lower levels of German and Serbian at level C1 but with low priority. The forms of realization that the respondents consider the most suitable are the course and the seminar.

Good governance is an area for which there is a development need in 98% of municipalities. The most pronounced need for training is e-government for more than 2,000 employees, then protection of personal data and data secrecy, introduction and implementation of the principles of good governance in the work of local self-government units and improvement of administrative efficiency and effectiveness and services to citizens and the economy. These trainings are very high priority and training and seminars are recognized as a form of realization. Other trainings in this thematic area are somewhat less in demand, with medium priority. Office operations, the Law on Archival Materials and Archival Activities, E Administration - Establishment of an Electronic Registry and Receipt and Processing of Applications from Notaries and Use of Databases were recognized as new topics.

In the area **Planning in local self-government** there is a need for development in as many as 73% of local governments. The most sought-after trainings are: Development and implementation of a local government unit development plan and Medium-term planning in local self-government. All trainings are assessed in high priority and the most desirable forms of implementation are training, seminar and workshop. The implementation of the Law on Planning and Construction, Strategic Risk Management and Monitoring of Strategic Documents stand out as new topics.

Management of the normative process and regulation of the work of bodies and services of the local self-government unit is an area recognized in 68% of local self-government units. The greatest need, and in high priority, exists for the training Management of normative processes and drafting of legal acts of local self-government. The most suitable forms of realization are training and seminar. Additional topics that have been

highlighted include improving the work of services for keeping records on personal status of citizens (registrars) and Improving the work of employees in charge of updating the unified voter list.

Training in the area **Local Government Financial Management** is recognized as necessary in as many as 93% of local governments. The most needed trainings are the Program Budget of Local Self-Government and Public Procurement in Local Self-Government, with a high priority. The most desirable forms of realization are training and seminar. New topics that respondents recognize are trainings on the Application of the Law on Fees for Use of Public Goods, the Application of the Law on Property, the Application of the New Budget System Law, The Use of E-Portals for Public Procurement, Financial Accounting Software, Compulsory Collection of Public Revenues, on property as well as the implementation of the Regulation on criteria for determining activities that affect the environment that arises from the performance of activities and the amount of fees.

Local development and investments in local self-government as a development area are recognized by 73% of local self-government units. The most sought-after trainings are Basics of Local Economic Development and Attracting and Managing Investments, with high priority. Training and seminar are the most suitable forms of realization. Respondents emphasize the need to introduce a new topic related to the application of the Law on Bankruptcy Procedure, but also training for practical work in the Central Information System of eTourists.

Trainings in the area **Project management** Trainings in the area Project management are recognized as necessary in 70% of local government units. The most needed is the development in the field of Project Cycle Management and project funding sources, Preparation of project proposals according to European Union procedures and Implementation of projects in accordance with EU procedures, but development is significantly needed for other topics in this area. All trainings are of high priority and the most desirable forms of implementation are training and workshops. There is also project evaluation as a new topic.

Human resources management is one of the most sought after thematic areas, and as many as 90% of LGUs recognize the need for development in this area. The most sought-after training is Labor relations of local government employees, but respondents estimate that the level of priority for development on this topic is at a medium level. Also, a very large number of employees recognize the need for development on the topics of Appraisal of employees in local self-government units and career development and Application of the system of salaries of employees and employees in local self-government units with high priority. The most appropriate forms of realization are training and seminar. In addition, the respondents estimate that they need development in the field of Misdemeanor and criminal proceedings in civil service relations.

Development in the area **Realization, protection and promotion of human and minority rights** is necessary for employees in 67% of local self-government units. The topics Protection against discrimination before the bodies of local self-government units and Gender equality in local self-government are the most sought after, but the priority for their implementation is assessed at the middle level. The highest priority is the implementation of training for the implementation of the Law on Free Legal Aid, but a slightly smaller number of officials are interested in attending it. The most acceptable forms of realization are: training, seminar, lecture and e-learning.

Performing and developing communal activities is an area in which there is a need for the development of 68% of the observed local self-government units. The greatest need exists for development on the topic of Implementation of the Law on Public Enterprises and the Law on Communal Activities, with high priority. The seminar and workshop are the most desirable forms of training in this thematic area.

Housing and housing support was also recognized as needed in 68% of LGUs. Training Housing and building maintenance are needed by the largest number of employees, both with high and medium priority. The most sought-after forms of realization are trainings and seminars.

Social activities in local self-government is a thematic area that is recognized by 68% of local self-government as an area of development, but the priority of implementation is at the middle level. The most necessary are trainings in the field of public services and social protection in local self-government. Trainings and seminars are the most desirable forms of realization and less often e-learning.

Development in the area **Environmental protection** is necessary in 71% of local self-government units with a very high priority. Environmental protection planning and management in local self-government is the most sought-after training and the most suitable forms of implementation are trainings and seminars. New topics of interest are the determination of the environmental tax, the implementation of the Law on Air Protection, training for chemical advisors, noise protection, protection of biodiversity and natural resources and reporting in the field of environmental protection.

Thematic area **Agriculture and rural development** is of interest in only 58% of local self-government units with medium priority. Training Rural development planning and programming is most in demand in the form of training or workshops. Respondents cited the issue of state-owned agricultural land and agroecology and waste management in agriculture as new topics of interest.

Public property management is a thematic area for which 74% of local self-governments estimate that development is needed. Public property management in local self-government is a high-priority topic that is most in demand in the form of seminars. The most sought-after new topic is certainly the application of the Law on Enforcement and Security.

Development in the area **Security in the local community** is needed in only 58% of local self-government units. The most necessary development is in the field of application of the Law on Communal Militia, the implementation of which is a high priority, in the form of training or seminars. Respondents cite emergency management, defense planning and fire protection as new topics.

Area **Inspection control** is recognized by as many as 75% of local governments as an area in which officials need development. Training for communal inspection is the most needed and as a very priority. Trainings for other inspections are somewhat less in demand but also high priority. Cooperation of local self-government units in performing inspection supervision with other bodies, holders of public authorizations and legal and natural persons is also a topic of great interest. The most desirable ways of realization are training and seminar. Traffic, construction, sports inspection, tourism, environmental, administrative and urban inspection were highlighted as new topics in need of development. Bearing in mind that the Sectoral Program of Continuing Professional Development of LGU Employees includes development in the domain of the original competencies of LGUs, these topics can be covered by Special Sector Programs adopted by individual state bodies.

International cooperation of local governments recognizes only 48% of LGUs as an area of development of its employees. The only topic within this area Establishment and development of international cooperation of cities and municipalities and sources of funding is extremely sought after but with low priority. Respondents see the topic of establishing and developing inter-municipal cooperation as a higher priority. The most acceptable forms of realization are training and seminar.

Training of managers is especially important in as many as 80% of local self - government units, and the most important topics are e - government development and good governance. These findings are related to the previous findings, according to which the perpetrators recognize the need for development within these topics. On the other hand, respondents assess development as the least needed in change management, which also corresponds to the attitude of officials in executive positions. The most desirable forms of realization are trainings, seminars, workshops and e-learning. As additional topics, respondents cited the Establishment of an electronic database for all employees and Better identification and collection of local public revenues.

RELEVANT REPORTS REGARDING THE IDENTIFICATION OF PROFESSIONAL TRAINING NEEDS

The purpose of this part of the report is to supplement the data obtained from bodies and officials from state bodies and local self-government units with external findings, and thus more comprehensively assess the needs in order to adequately prioritize topics in future training programs.

In accordance with Article 3 of the Guidelines on the Methodology for Determining the Needs for Professional Development in Public Administration Bodies, this chapter presents the findings from studies and reports that have emerged within various projects. The criterion for selecting the documents that are processed here is the relevance of the reports and their role in the entire public administration system.

Improving the accession process - A credible EU perspective for the Western Balkans

The perspective of full EU membership for the Western Balkans is based on merits in the political, security and economic interest of the Union. A credible accession perspective is a key driver and driver of transformation in the region and therefore enhances our collective security and prosperity.

The main goal of the European Union's engagement in the Western Balkans is to prepare the countries of the region to meet all the requirements arising from membership. This includes supporting **substantial reforms in the areas of democracy, the rule of law and the economy, as well as alignment with core European values**. This will encourage stable and accelerated economic growth and social convergence.

Negotiations on the fundamentals will be the first to open and the last to close, and their progress will determine the overall pace of negotiations. Negotiations on the fundamentals will be based on the following:

- Roadmap for rule of law chapters equal to previous action plans will be a benchmark for opening. Transitional measures will continue to be set. No other chapter will be temporarily closed before these criteria are met.
- Roadmap for the functioning of democratic institutions and **public administration reform**.
- Stronger link with the process of implementing **economic reform programs** to help countries meet economic criteria.

The Commission will also further strengthen measures on **the rule of law and institution building**. The results of these reforms will be a condition for deeper sectoral integration and overall progress. In addition, **anti-corruption activities** will be the main focus in the relevant chapters. Support for regional cooperation will continue unhindered.

It is important to ensure that all Stabilization and Association Agreement bodies are much more focused on key policy issues and reforms, as well as to enable real political dialogue.

In order to bring additional dynamics to the negotiation process as well as to have an effect outside the individual chapters, the negotiation chapters will be organized into thematic clusters. These clusters cover broad topics such as **good governance, the internal market, economic competitiveness and connectivity**.

Organizing chapters into groups will enable a stronger focus on key sectors in political dialogue and provide an improved framework for higher-level political engagement. It will make it possible to identify the most important and urgent **reforms by sectors**. This will contribute to better implementation of overall reform processes in practice, through greater encouragement of sectoral reforms in the interest of citizens and the business sector.

Negotiations on each cluster will be opened as a whole - after meeting the opening criteria - and not by individual chapters. The clusters will be aligned with the SAA subcommittees so that progress in the group of chapters can be monitored and special measures of accelerated harmonization can be taken within the SAA structures.

Clusters	Groups of negotiation chapters
1. Fundamentals	23 – Judiciary and fundamental rights 24 – Justice, Freedom and Security Economic criteria Functioning of democratic institutions Public administration reform 5 - Public procurement 18 – Statistics 32 - Financial control
2. Internal Market	1 - Free movement of goods 2 - Freedom of movement for workers 3 - Right of establishment and freedom to provide services 4 - Free movement of capital 6 - Company law 7 - Intellectual property law 8 - Competition policy 9 - Financial services 28 - Consumer and health protection
3. Competitiveness and inclusive growth	10 - Information society and media 16 - Taxation 17 - Economic and monetary policy 19 - Social policy and employment 20 - Enterprise and industrial policy 25 - Science and research 26 - Education and culture 29 - Customs union
4. Green agenda and sustainable connectivity	14 - Transport policy 15 - Energy 21 - Trans-European networks 27 - Environment and climate change
5. Resources, agriculture and cohesion	11 - Agriculture and rural development 12 - Food safety, veterinary and phytosanitary policy 13 - Fisheries 22 - Regional policy & coordination of structural instruments 33 - Financial & budgetary provisions

6. External relations	30 - External relations
	31 - Foreign, security & defence policy

Public administration reform is a very important aspect of the accession of the Republic of Serbia to the European Union, therefore it is recognized as an integral part of the Fundamentals cluster.

Given the importance and complexity of the accession process, it is necessary to better inform managers about the EU. In that sense, it is especially important to improve the training program for officials who are preparing for or currently are at managerial positions, ie to ensure the acquisition and improvement of managers' knowledge about the European integration process.

Analysis of special functional competencies from competency patterns

Based on the analysis of the Rulebook on Internal Organization and Systematization of Workplaces submitted by state administration bodies for the purpose of giving opinions, the Personnel Management Service collected data on the representation of special functional competencies in the competency forms. Based on the base they formed, an analysis was performed for the purpose of creating a professional development program.

Special functional competencies in a certain field of work

Pursuant to the Regulation on Determining Competences for the Work of Civil Servants, special functional competencies in a certain field of work refer to the necessary general and methodological knowledge and skills within a certain field of work that a civil servants should apply in their work in order to perform their job effectively.

Other special functional competencies in a certain field of work that are not determined by the Regulation and the areas of knowledge and skills to which they refer, may be determined by an act of the head of the body. At the moment, the Ministry of Education, Science and Technological Development, the Customs Administration, the Tax Administration and the Republic Hydrometeorological Institute of Serbia have prescribed special functional competencies for their employees.

The table shows the data related to the number of occurrences of each of the fields of work in the forms of competencies. As it is known, each employee performs tasks from several areas of work, and on average in two areas. The number of jobs covered by this analysis is 8,158 and one or more executors can be systematized at each job.

FIELD OF WORK	TOTAL NUMBER OF JOBS	% IN RELATION TO THE NUMBER OF JOBS
INSPECTION AFFAIRS	879	10.77
NORMATIVE AFFAIRS	969	11.88
STUDY AND ANALYTICAL AFFAIRS	4467	54.76
FINANCIAL AND MATERIAL AFFAIRS	1276	15.64
AUDIT AFFAIRS	91	1.12
IT	540	6.62
HUMAN RESOURCES MANAGEMENT	346	4.24
INTERNATIONAL COOPERATION AND EUROPEAN INTEGRATION AFFAIRS	774	9.49
ADMINISTRATIVE AND LEGAL AFFAIRS	1062	13.02
EU FUNDS AND INTERNATIONAL DEVELOPMENT AID	347	4.25

FIELD OF WORK	TOTAL NUMBER OF JOBS	% IN RELATION TO THE NUMBER OF JOBS
PUBLIC PROCUREMENT ACTIVITIES	304	3.70
MANAGEMENT	2450	30.03
PUBLIC RELATIONS AFFAIRS	188	2.30
ADMINISTRATIVE TASKS	1099	13.47
OTHER SPECIAL FUNCTIONAL COMPETENCES	1289	15.80

Inspection affairs are systematized in 879 jobs. It is known that almost 2,500 inspectors currently work in the administration, and in accordance with the scope of work, these tasks are systematized only in the ministries. It is recognized that mostly all inspectors need knowledge of general administrative procedure and administrative disputes, inspection procedure and risk analysis methodology, work in the information system (E inspector) as well as communication and conflict resolution skills. On the other hand, criminal, misdemeanor and commercial law is necessary only for a certain part of the inspectors. Thus, in the Ministry of Public Administration and Local Self-Government and the Ministry of Culture, these areas of work are not necessary because inspectors do not act in accordance with the stated regulations. Given that all other inspectors have a need to work in these areas, it is necessary to include these topics in the general training program.

Areas of knowledge and skills for the field of inspection affairs	Number	%
general administrative procedure and administrative disputes	872	16.55
basics of criminal law and criminal procedure	593	11.26
basics of misdemeanor law and misdemeanor proceedings	647	12.28
basics of commercial law and business operations	571	10.84
inspection procedure and basics of risk analysis methodology	872	16.55
functional unified information system	863	16.38
basics of communication skills and constructive conflict resolution	850	16.14

Normative affairs are systematized in 969 jobs, 873 in ministries and 71 in special organizations. The largest number of employees (646) participate in the preparation and drafting of expert opinions and explanations of various legal acts. Since this is an area that requires a developed skill of application and correlation of several regulations, as well as the skill of critical thinking in order to give opinions, training programs should include the development of employees in this field through the mentoring support of more experienced colleagues. Current training programs greatly contribute to the development of all other areas of knowledge and skills in this area of work.

Areas of knowledge and skills for the field of normative affairs	Number	%
strategic goals of of the Republic of Serbia in various areas	197	8.82
public policy management process	118	5.28
legislative process	474	21.23
application of nomotechnical and legal-technical rules for drafting legal acts (harmonization of regulations and general acts in the legal system)	374	16.75
preparation and drafting of expert opinions and explanations of various legal acts (draft regulations, international agreements, etc.)	646	28.93
methodology for monitoring the application and effects of adopted regulations and reporting to relevant bodies and authorities	424	18.99

Study-analytical jobs are the most represented area of work in the state administration, with as many as 4,667 jobs. When analyzing this area, it should be borne in mind that only 118 jobs in their description prescribe all areas of knowledge and skills for the field of study-analytical work, ie only they perform tasks that involve the entire cycle of public policies (including identifying resources necessary for management public policies - costing and methodology of preparation of public policy documents and formal procedure for their adoption). On the other hand, as many as 4332 jobs involve the collection and processing of data from a variety of sources, including the ability to critically evaluate and analyze available information. As part of the current training program, as many as six topics are dedicated to the development of this area of knowledge and skills. Also, the preparation of sector analyzes is represented on a large scale, with as many as 2994 jobs. Given that the development of this skill is very time-consuming and demanding, it is recommended that in addition to the classic training, these officers be provided with mentoring support.

Areas of knowledge and skills for the field of study-analytical work	Number	%
collecting and processing data from a variety of sources, including the ability to critically evaluate and analyze available information	4332	42.91
making sector analyzes	2994	29.66
ex ante and ex post analysis of the effects of public policies / regulations	676	6.70
identifying the resources needed to manage public policies	389	3.85
the methodology of preparation of public policy documents and the formal procedure for their adoption	637	6.31
methodology for monitoring, implementing, evaluating and reporting on the effects of public policies	1067	10.57

Financial and material affairs are performed in as many as 1276 jobs and almost all (1125) imply knowledge of the budget system of the Republic of Serbia. Given that most jobs have defined the required knowledge of only three or four areas of knowledge and skills, we come to the conclusion that most employees in these jobs, perform only part of the activities, that the units for financial and material affairs are relatively well developed and organized with a clear division of roles. On the other hand, international accounting standards in the public sector currently have a smaller number of jobs in their description, mainly in the Ministry of Finance with administrations in its composition. This data is also expected, considering that we are still working on harmonizing and translating these standards into our system.

Areas of knowledge and skills for the field of financial and material affairs	Number	%
budget system of the Republic of Serbia	1125	28.01
international accounting standards in the public sector	209	5.20
methods and procedures of financial planning, analysis and reporting	517	12.87
terminology, standards, methods and procedures in the field of budget accounting and reporting	729	18.15
budget planning and reporting	429	10.68
budget execution	686	17.08
relevant software	321	7.99

Internal audit jobs are defined for 91 positions, mostly in ministries. Unlike other jobs that may have several areas of work in their description, the competencies required to perform audit work are mostly represented only by internal auditors. The bodies usually have one and at most several internal auditors, while the Office for the Audit of the European Union Funds Management System has as many as 19 jobs in this area, which make up as much as 83% of the total number of employees. All areas of knowledge and skills required to work in internal audit are equally required in all jobs. In addition to these listed knowledge and skills, internal auditors must have a wide range of other knowledge and skills, ie attend training in other areas.

Areas of knowledge and skills for the field of audit work	Number	%
international standards in the field of international audit in the public sector and a code of professional ethics	83	17.58
Internal audit methods and tools	89	18.86
system audit, performance audit, financial audit and regulatory compliance audit	83	17.58
audit of all business processes, including audit of the use of EU funds	69	14.62
Internal audit charter, strategic and annual internal audit plan	72	15.25
Implementation of the annual internal audit plan	76	16.10

IT jobs are represented in 540 jobs. Most jobs require knowledge in the areas of the Office suite and Internet technology and information security. Also, the number of those who create databases is significant (390). However, in the competency forms for a certain job, only some of them state in more detail which programs they are, and they list SQL (for as many as 100 jobs) and MS Access (for only 20 jobs). Programming languages are required for as many as 202 jobs, but it is not specified which programming languages they are. Only in the Republic Bureau of Statistics and the Office for IT and eGovernment, knowledge in the field of Visual studio, HTML and Javascript is required, but for a smaller number of jobs.

Areas of knowledge and skills for the field of IT jobs	Number	%
TCP/IP i DNS and server operating systems (MS Windows, Linux)	262	12.36
Database	390	18.40
programming language	202	9.53
resource sharing systems	215	10.14
office suite and internet technology	431	20.33
Hardware	214	10.09
Information security	406	19.15

Human resources management jobs are systematized for 346 jobs. One fifth of jobs have systematized labor relations as an area of knowledge and skills necessary for work in this area of work. Also, one fifth of jobs include knowledge of all human resources management processes (job analysis, personnel planning, recruitment, selection, induction, professional development, development and development instruments, evaluation, rewarding and career management).

Areas of knowledge and skills for the field of human resources management	Number	%
labour-legal relations in state bodies	278	21.87
competency-based human resource management	220	17.31
areas of human resources management: job analysis, personnel planning, recruitment, selection, introduction to the job, professional development, development and development instruments, evaluation, rewarding, career management	253	19.91
good practice in the field of human resource management in the public sector	169	13.30

Areas of knowledge and skills for the field of human resources management	Number	%
organizational culture and behavior	193	15.18
human resource management information system	158	12.43

International cooperation and European integration jobs are performed in 774 working places. The most common competence is the knowledge of EU regulations in the context of monitoring the harmonization of regulations of the Republic of Serbia with the regulations and standards of the European Union in as many as 559 jobs. Also, coordination and reporting mechanisms in the EU accession process are systematized in 360 jobs.

Areas of knowledge and skills for the field of international affairs and European integration	Number	%
political system and foreign policy of the Republic of Serbia	201	9.34
basics of international public law and international relations and tendencies in a globalized context (political, economic, security, socio-cultural aspects)	138	6.41
procedures for preparation and conclusion of international agreements	265	12.31
methodology for monitoring, implementation and reporting on the effects of signed international agreement	323	15.00
business-diplomatic protocol and diplomatic practice	98	4.55
basics of the EU legal and political system	209	9.71
coordination and reporting mechanisms in the EU accession process	360	16.72
knowledge of EU regulations in the context of monitoring the harmonization of regulations of the Republic of Serbia with the regulations and standards of the European Union	559	25.96

Administrative and legal affairs are performed at 1,062 jobs. As many as 1,008 jobs have defined knowledge in the field of general administrative procedure. The share of special management procedures (for 620 jobs) is also significant, and this knowledge is defined in more detail through the relevant regulations from the scope of the job and is the subject of consideration when developing special professional development programs. A slightly smaller number of jobs perform the tasks of executing decisions made both in administrative proceedings and within administrative disputes. It is interesting that 273 jobs have an obligation to follow the practice and attitudes of the Administrative Court, which implies the need to reorganize the exchange of

experience with judges of the Administrative Court as a form of professional training for employees in these jobs.

Areas of knowledge and skills for the field of administrative and legal affairs	Number	%
general administrative procedure	1008	35.96
rules for the execution of the decisions made in the administrative procedure	536	19.12
special administrative procedures	620	22.12
administrative disputes, rules of procedure, execution of court rulings	366	13.06
case law / positions of the Administrative Court	273	9.74

The management of EU funds and international development assistance is performed in only 347 jobs, but the employees in these jobs are responsible for the implementation of 832 contracts, projects (the amount of contracted funds is about 390 million euros, available funds is about 963 million euros)⁴⁴ and therefore, it is necessary to pay special attention to raising the capacity of all defined competencies of these officials in order to ensure the best possible performance of these tasks. Given that these competencies appear only in those jobs that deal exclusively with the management of EU funds and international development assistance, we can add to the analysis the representation of the field of knowledge and skills. From this we see that as many as 62% of officials in IPA units need to know the relevant legal and strategic framework, while 56% of them participate in the project cycle management process in the context of EU programs. Slightly less than a third of IPA officials have knowledge in the field of financial management and control in their IPA and ESI context.

Areas of knowledge and skills for the field of work, management of EU funds and international development assistance	Number	Share in the total number of jobs
relevant EU legal and strategic framework (relating to the Instrument for Pre-Accession Assistance as well as EU Cohesion Policy)	214	62%
construction maintenance of program and project management systems according to EU requirements	158	46%
project cycle management process in the context of EU programs	195	56%
mechanisms, procedures and instruments for planning and programming EU funds (IPA and ESI funds) and development assistance in various fields	137	39%
IPA programming and prioritization of project ideas, writing program and project documents	135	39%

⁴⁴ Source: Report on the situation regarding the outflow of personnel and proposal of measures for retention and prevention of the impact of the outflow of personnel on the smooth operation of state administration bodies, Human Resources Management Service, September 2019.

Areas of knowledge and skills for the field of work, management of EU funds and international development assistance	Number	Share in the total number of jobs
generation of projects, preparation and implementation of grant schemes, financial instruments and contracts within IPA and ESI funds (public procurement, contracting, implementation and monitoring of implementation, visibility, reporting and payment approval)	162	47%
financial management and control in IPA and ESI context (management, control, accounting)	100	29%
the process of monitoring the implementation of programs and projects based on performance indicators	205	59%

Public procurement activities are performed at 304 jobs. All the knowledge and skills necessary to work in these jobs are almost equally represented. Most bodies have one or at most several jobs in this area. Only a few bodies do not have any jobs systematized for performing public procurement activities because it is allowed to entrust these tasks to another body. Only the Administration for Joint Affairs of the Republic Bodies, the Tax Administration and the Ministry of Agriculture, Forestry and Water Management have about thirty employees in these jobs.

Areas of knowledge and skills for the field of public procurement	Number	%
methodology for preparation and development of public procurement plan	221	22.81
methodology for preparation of tender documentation in the public procurement procedure	228	23.53
methodology for protection of rights in the public procurement procedure	139	14.34
obligatory relations	145	14.96
methodology for monitoring contract execution	236	24.36

Management tasks are determined for 2450 jobs, since there can be only one executor in the manager's position, this represents the actual number of employees who perform management tasks. Interestingly, organizational behavior skills are recognized by all managers, followed by change management and human resource management. The least represented are the methodology and techniques of planning, monitoring, evaluation and reporting in medium-term and strategic planning and on the implementation of public policies with about 66%.

Areas of knowledge and skills for the field of work management jobs	Number	Share in total number of jobs
general, strategic and financial management	1788	73%
basics of human resources management	2370	97%
organizational behavior	2444	100%
change management	2403	98%
project management	1647	67%
strategies and channels of communication	2136	87%
methodology and techniques of planning, monitoring, evaluation and reporting in medium and strategic planning and implementation of public policies	1619	66%

Public relations affairs are systematized in 188 jobs, ie not only in persons who deal exclusively with this business, but also in the work of managers and long-term employees. Given that this area is perceived exclusively as relations with the media but not with other stakeholders, it is not surprising that the largest share is represented by knowledge in the field of media relations, strategy and communication channels, as event management. As an area of knowledge and skills that is not defined by the Regulation and therefore not systematized as an area of knowledge and skills are both internal and crisis PR.

Areas of knowledge and skills for the field of work, public relations	Number	%
public relations management	73	12.46
basics of marketing and management	63	10.75
strategies and channels of communication	91	15.53
event management	95	16.21
media relations	106	18.09
behavior of social groups, organizational behavior and ethics	62	10.58
strategies for lobbying, negotiating and resolving conflicts	33	5.63
methodology and tools for data collection and analysis	63	10.75

Administrative jobs are performed in as many as 1,099 jobs. The most common areas are methods and techniques of collecting, recording and updating data in databases, office operations and methods of keeping internal and delivery books. Special emphasis should be placed on the need to develop the skill of preparing materials and keeping minutes at meetings, which includes the development of both language skills and the

quality of writing minutes through the correct perception of the content to be entered in the minutes. This skill requires special training and exercises.

Areas of knowledge and skills for the field of administrative jobs	Number	%
office operations	746	24.13
methods and techniques of collecting, recording and updating data in databases	1005	32.51
preparation of certificates and attestations on which official records are kept	579	18.73
preparing materials and keeping minutes of meetings	180	5.82
methods of keeping internal and delivery books	581	18.80

Special functional competencies for a specific job

Pursuant to the Decree on Determining Competences for the Work of Civil Servants, special functional competencies for a specific job required for performing the tasks of that job are determined on the basis of the job description.

The following table shows the special functional competencies for a particular job - **a foreign language**. The languages represented are: English, French, German, Russian, Chinese, Italian and Spanish. The English language is the most represented in as many as 2023 jobs. The highest frequency of occurrence is for levels B1 and B2. In this sense, trainings at levels B2 and C1 should be planned, given the existence of competence at a defined level. French, German and Russian are required mainly as options in the same workplace. They are represented in less than a hundred places and are required in only a few bodies (mostly in the Ministry of Construction, Transport and Infrastructure and the Customs Administration) and the implementation of these topics should be considered through special programs of these bodies. Chinese, Italian and Spanish are systematized in only a few jobs in the entire state administration.

Language	A1-A2	B1	B2	C1	C2	Total
English	133	1109	688	88	5	2023
French	9	50	12	2	1	74
German	7	51	1	2	1	62
Russian	7	57	5	4	1	74
Chinese	0	5	1	0	0	6
Italian	0	0	0	0	1	1
Spanish	0	0	1	0	0	1

Special functional competencies for a specific job - *relevant software* implies the possession of competencies in different areas, for different programs and programming languages. The most common programs are MS Excel, MS PowerPoint and SQL, which are systematized in over a hundred jobs and equally distributed to a larger number of organs. MS Word-advanced and the program for statistical data processing SPSS are systematized for a little more than thirty jobs, but there is obviously a pronounced need to improve the skills of using these programs. Given that MS Word is used by the largest number of employees in their daily work, it is an indisputable fact that the need for this training exists. Also, having in mind the number of employees whose job description includes data collection and processing (4332), the SPSS statistical data processing program can greatly help them in their work, although it is not systematized in all these positions as a necessary skill.

Knowledge and skills	Number
MS Excel-advanced	215
MS PowerPoint	127
MS Word-advanced	33
SQL	100
Spss	32
MS Project	1
MS Access	20
MS Outlook-advanced	11

Knowledge and skills	Number
Visual studio	48
HTML, javascript	23
AutoCad	28
CorelDraw	3
Windows-advanced	10
Linux	16
Luris и Breza	28
Adobe	16

Other programs and programming languages are represented to a lesser extent and mostly for only one or two bodies. In that sense, they can be considered when developing special programs for those bodies.

Other tools from the MS Office software package (MS Project, MS Access and MS Outlook-advanced) are required to work on a small number of jobs.

On the other hand, the Visual studio programming environment is systematized in as many as 48 jobs, but only in the Republic Bureau of Statistics. Other programming languages such as HTML and javascript are systematized only for jobs in the Republic Bureau of Statistics and the Office for IT and eGovernment.

Graphic processing programs AutoCad and CorelDraw are represented in small numbers and only in the Ministry of Mining and Energy, the Directorate for Joint Affairs of the Republic Bodies and the Republic Bureau of Statistics.

Linux and Windows-advanced operating systems are systematized only in the Hydrometeorological Institute (Linux) and the Ministry of State Administration and Local Self-Government (Windows-advanced), although these areas of knowledge are already defined as necessary for work in the field of IT in accordance with the Regulation.

Luris and Breza are information systems characteristic only for the field of justice and systematized only for employees in the Ministry of Justice.

An Adobe package is required for a certain number of jobs in the Republic Bureau of Statistics and the Ministry of Economy, but it is not specified which programs the defined competencies refer to.

Needs assessment reports generated by relevant projects

Comparative analysis of the catalog of training schools for professional development of employees in public administration

Consultants on the project "Support of NAJU in professional development of public administration" funded by the European Union made a comparative analysis of the catalog of training schools for professional development of public administration employees and gave an overview and conclusions of the analysis of training offered by two schools UK Civil Service College and European Institute of Public Administration (EIPA). Based on the analysis of the catalogs of these schools, and comparisons with NAJU training programs, recommendations are given for designing future NAJU training programs. The documents that are analyzed are called catalogs, not programs, and in that sense, the content of these documents is conceived differently. In both catalogs, there is a significantly smaller number of trainings (about 50) than in NAJU programs. The descriptions of the trainings in the catalogs are concise (half-page) and contain information on the target group, purpose and outcomes of the training, the trainer and the cost price, with a link for more detailed information on the training. The visual presentation of the catalog and training is impressive, because a lot of attention is paid to the design. The content of the catalog indicates whether the training is new, "popular" or regular / standard. Thematically, nothing new has been noticed that does not already exist in NAJU programs, except for two topics, data visualization (thematic area Media and information management) and innovations in public administration (thematic area European public management). The trainings offered are focused on skills development, while the number of trainings related to the application of regulations is very limited and they are separated within a special thematic unit (it is clear that the priority topics are regulations).

Methodology of implementation of horizontal issues in the program of professional development of civil servants

Within the project "Support to NAPA in the professional development of public administration", which is financed by the European Union, a proposal of methodology for the implementation of horizontal issues in the program of professional development of civil servants was made. Bearing in mind that the main feature of horizontal issues is that they permeate and intersect several program areas, in practice there is a problem that these issues will not be identified as a need by end users, ie in the stages of evaluating civil servants or filling in evaluation sheets. These are issues that civil servants, regardless of whether they work on jobs that are of a general nature for the work of the state administration or specific from the scope of a specific body, are not always able to perceive as "their" jobs or obligations. Therefore, in the need identification cycle, it is necessary to envisage a step of examining possible horizontal issues that are not adequately covered in current or upcoming individual trainings, based on reports and other higher-ranking documents, related to the work of state administration bodies and progress in implementation of planned reforms.

According to experts, when determining the need for professional development, the National Academy should take into account the relevant reports of the European Commission on Serbia's progress, especially in the field of functioning of democratic institutions and public administration reform, SIGMA program on monitoring the

implementation of public administration principles. , as well as other reports that comprehensively monitor the modernization and improvement of public administration in terms of implementing the principles of good governance and the European administrative space. Based on the preliminary identified issues, the analysis of these documents, in consultation with relevant institutions, as well as international organizations and other key actors important for the development of public administration, to determine the list of horizontal issues to be implemented within the general training program in the coming year.

Among the issues that have a horizontal character, and are not sufficiently covered by training programs, can be singled out the issue of improving the participation of civil society in policy making and in the legislative process, as well as issues of protection against discrimination and gender equality.

In order to include horizontal issues in the programs of relevant individual trainings, after identifying and prioritizing horizontal issues in a given program cycle, it is necessary to implement the following steps:

- 1) Identification of program modules in which individual horizontal issues are implemented: a list of individual trainings is determined in which a certain horizontal issue appears as relevant, from the aspect of the topic and target group in that program; the result of this activity is a matrix of program areas and individual trainings planned in the annual program cycle, in which individual trainings relevant to individual horizontal issues addressed in that cycle are identified; Attached to this report is the Matrix Model of relevant individual training programs, on the example of the 2019 program.
- 2) Preparation and implementation of special training of lecturers in thematic areas, ie individual trainings, which are determined as relevant (training of trainers): The National Academy, in cooperation with institutions that are relevant in the subject of a horizontal issue, the purpose of their training for the transmission of key information related to these issues, as well as its thematic and methodological adaptation to the training they organize; for example, for the horizontal issue of anti-discrimination, it is necessary to first conduct thematic training of trainers of individual trainings identified as relevant, in cooperation with the service of the Commissioner for the Protection of Equality;
- 3) Preparation of a supplement to the program of relevant individual trainings with horizontal thematic units for each individual horizontal issue; the supplement is prepared and conducted by the trainers in charge of preparing the individual training program; for example, lecturers covering the above example of Public Policy training program - creation, implementation and analysis of effects, process and supplement the program with a thematic unit Protection against discrimination in policy making and implementation, thematically and methodologically adapted to the form and techniques of this individual training.

An overview of the Program of Continuing Professional Development of Civil Servants in State Bodies for 2020 and links to the topics of anti-discrimination and participation of civil society are provided in the appendix to this report.

Report on the situation regarding the outflow of personnel and proposal of measures for retention and prevention of the impact of the outflow of personnel on the smooth operation of state administration bodies

The Law on Civil Servants⁴⁵ stipulates that the Human Resources Management Service “determines the methodology on the basis of which the situation regarding the outflow of personnel from state administration bodies and the impact of outflow of personnel on the work of bodies is monitored, analyzes the situation and proposes measures for personnel retention and prevention personnel for the smooth operation of state administration bodies “.

During the second half of 2019, the Human Resources Management Service conducted a quantitative-qualitative survey on the satisfaction of civil servants with their work. A quantitative part of the research was conducted during June and July using an online questionnaire and an exit questionnaire (an instrument for collecting subjective information on the reasons for termination of employment in a state administration body, which, at the proposal of the personnel unit and during the notice period or after its expiration) fill in the employee whose employment is terminated), and the qualitative part of the research using focus groups.

The online questionnaire was conducted on a sample of 1122 respondents from 34 state administration bodies. Based on a five-point Likert-type scale, the results showed that the overall average satisfaction rating of civil servants was 3.1. (on a scale of 1 to 5, where 1 means complete dissatisfaction and 5 complete satisfaction). In particular, civil servants expressed their dissatisfaction with the possibility and rules of promotion, interpersonal relations, organization of work and procedures, **communication and professional development**. This dissatisfaction is most pronounced in the management of EU funds and international development assistance, while the opposite is true for employees in public relations, management and human resources management. Those whose work is mostly based on established procedures are the most satisfied with the organization of work and clear procedures: inspection, financial-material and administrative affairs, and those who work in normative, administrative-legal and affairs of international cooperation and European integration are the least satisfied. Employees in human resources management are especially satisfied with professional training, which cannot be said for employees in administrative and legal affairs.

The rate of completing the exit questionnaire was very low - 217 civil servants left during the six months, and 28 of them filled out the exit questionnaire. According to the degree of importance, aspects of work that respondents were dissatisfied with: **inability to develop and advance, lack of adequate training, inability to work in teams**, lack of recognition and awards, poor interpersonal relationships, low evaluation of work quality by colleagues and inability to reconcile private life and work. In relation to aspects of the organizational climate, respondents stated that within the bodies from which they rule: vague expectations, unequal criteria, unnecessary rules, constant changes at the "last minute", dishonesty and hypocrisy, disparagement, **excessive control, insecure leadership, useless meetings**, etc.

For a deeper analysis of the results obtained by the quantitative part of the research and revealing the specific reasons why employees leave the state administration, the Human Resources Management Service organized

⁴⁵ "Official Gazette of RS", no. 79/2005, 81/2005 - corrigendum, 83/2005 - corrigendum, 64/2007, 67/2007 - corrigendum, 116/2008, 104/2009, 99/2014, 94/2017 and 95/2018

three focus groups with representatives of the target population who currently have the highest outflow risk - employees in EU funds management and international development assistance. Based on the statements of focus group participants, the sources of employee satisfaction are continuous learning and improvement, adaptation to innovations, research, creativity, critical thinking, strategic thinking, innovation, initiative and entrepreneurship. In contrast, the sources of dissatisfaction are:

- *Lack of capacity*: lack of appropriate expertise and lack of time for proper and gradual introduction of new employees to work;
- *Lack of adequate improvement*: lack of adequate improvement at the initial and advanced level, inability to attend training due to work overload, inability to devote to teaching and coaching, lack of mentoring support due to insufficient number of employees;
- *Management and organization of work*: work in a stressful environment and the inability to form effective teams.

Since the above research confirmed the extremely high, both real and potential outflow rate of civil servants in the field of EU funds management and international development assistance (51.5%), certain measures were proposed to retain existing and attract new staff. In particular, it is necessary that each state administration body applies corrective measures that belong to the **field of management**, such as: measures related to the organization of work, redistribution of employees within the body, measures to improve management skills, measures related to professional development, measures related to **intangible employee motivation**, measures related to the **organizational climate** and the like.

When it comes to general measures focused on other priority areas, the emphasis is on planning and long-term sustainability of training for certain target groups such as employees in administrative and legal affairs. For the feeling of satisfaction and stability of employees, it is important to express those values and behaviors that support the realization of strategic goals to be achieved. Therefore, there is a clear need to introduce training in the **field of organizational culture and leadership climate**. Promoting a **different management style** can significantly improve the way human resources are managed, and thus the achievement of work goals. In this sense, it is necessary to introduce mandatory training for managers at all levels.

Report on the analysis of training needs of civil servants in the field of public policy management

The training needs analysis was conducted as part of the “Support to Public Administration Reforms within the Sectoral Reform Agreement for the PAR Sector”. The purpose of the Project is to strengthen the capacity of the central government to manage the comprehensive PAR process and to coordinate the implementation of the Sector Reform Agreement for the PAR sector (SRA PAR). The SRA for the PAR sector was concluded between the Republic of Serbia and the European Commission (EC) in 2016 in order to facilitate Serbia's coordination of EU sector budget support for PAR. The expected outcomes and results within the Sector Budget Support (SBS) are closely linked to the findings of the *SIGMA* Baseline Measurement Report for 2015 and subsequent monitoring reports for 2017 and 2019, as well as to the key recommendations of the EC Annual Report on progress for 2019.

This analysis aims to examine the needs for training in the field of public policy management among civil servants by identifying gaps in knowledge and skills that may hinder the proper implementation of the Law on Planning System of the Republic of Serbia (LPS) and accompanying bylaws and propose priority training from the same area. As research methods, the following were used: material research, individual interviews, focus groups, surveys and ethnographic research. Data collection is based on prior reading and secondary analysis of data and information - existing studies, analyzes and reports as well as existing training materials, with a focus on the competency map.

When selecting the sample, TNA experts focused on civil servants and civil servants in management positions who are currently working and it is assumed that they will work on priority public policy documents by the end of 2020. Individuals who have any analytical role in institutions, who are at the same time the most likely candidates for engagement in future analytical units or their alternatives, make up the bulk of the sample. The sample is defined to include:

- Civil servants in senior positions with policy proponents: professionals at the level of assistant ministers,
- Operational level / civil servants: middle management and service managers,
- Analytical capacities: officials
- Reporting capacities: officials

A survey was also conducted among the officials of the Republic Secretariat for Public Policies (RSPP) as a special target group in order to understand the capacity of RSPP trainers as the main providers of training services in the field of PPM.

An online survey was used to improve a sample of the survey completed by 173 respondents. The questionnaire provided a self-assessment of the level of knowledge on various aspects of the PPM, as well as answers to questions concerning the importance and interest in terms of different capacity development tools. Semi-structured individual interviews were conducted on a sample of 55 respondents. The interview questions were conceived around four main topics: 1. participation in trainings in the field of "Public Policy Management Process" and experience on the same, 2. opinion on areas and topics necessary for future trainings, 3. the best way to acquire knowledge for respondents and 4. opinion on general trainings, knowledge and skills that the respondents additionally need in order to perform their work more efficiently.

For the analysis of relevant documents in the field of PPP, reports prepared within other projects supported by donors and international organizations and partners - GGF, GIZ, SDC, WB, SIGMA were used. The general impression is that the capacities for the PPP are weak, the procedures are unclear, there is a lack of an adopted concept of competencies of civil servants and a related comprehensive system of professional development of civil servants. Serbia's 2015 performance appraisal of public administration principles showed that there were shortcomings in the principles of policy development and coordination in the following areas: determining the costs of public policies and controlling proposals from an accessibility perspective, harmonized and comprehensive monitoring of policies and plans to verify the achievement of policy objectives, the proper application of evidence-based policy-making tools and the like. The same report identified that horizontal trainings in the field of generic competencies and specialized courses are insufficiently funded, and the share of public servants attending the trainings provided by the annual general training program is very low.

SIGMA conducted the assessment in 2019 as well and noticed relatively the same shortcomings in terms of the quality of policy development and medium-term planning. The Report on the Status of Personnel for Performing Priority Public Administration Functions in the Field of Public Policy Management identifies a limited number of trainings, especially for heads of institutions and heads of internal units. Accordingly, the recommendations are: improving the records of trainings, differentiating the target groups within the training, reviewing the content of the state exam, establishing a link between the content of the training and work tasks and developing priority trainings for managers. The report on the assessment of training needs in the field of public policy management, created within the project "Support to Public Administration Reforms in Serbia" in 2017, indicates that improvements are needed in the following areas: sectoral and economic analysis, investment impact assessment, capital and infrastructure projects, strategic planning / management, medium-term and financial planning of institutions and the like.

During the analysis of the existing trainings in the field of PPM, the following findings were made:

- So far, trainings have been organized for a limited number of civil servants in various areas of the PPM. Training intensity varies throughout the year.
- Trainings are mainly organized on the basis of individual needs of civil servants. The PPM is not a priority area for civil servants in the context of the training they would like to receive.
- There was no horizontal or higher level support for building knowledge on PPM.
- RSPP resources for conducting trainings are limited, although their efforts so far show strong commitment and exemplary feedback from participants.

When it comes to the training of trainers for PPPM training, it can be said that the number of trainers dealing with the field of public policy development is disproportionate to the total number of employees in RSPP. Evaluations of participants after the trainings show that the performance of these trainers is appropriate, and the need for more intensive interaction and practical exercises is especially emphasized.

Recommendations regarding the organization of trainings in the field of PPM are reflected in:

- RSPP, MDULS and NAJU should develop a comprehensive training and capacity building program in the next at least five years, in order to ensure adequate support to all civil servants of this target group and maintain the level of knowledge of those who previously participated in these activities. It is necessary to organize at least 20 trainings from several parts (sessions) and appropriate trainings for capacity building (mainly mentoring) with 25 participants in each part (session) of training.
- NAJU and RSPP should jointly plan and conduct a campaign to raise awareness of the importance of participation in training in the field of PPM, which would enable all civil servants (and separately all officials in

managerial positions) to be informed about why PPM is important, how it affects their work and what are the expectations of the Government (such as in the context of the first recommendation) in this regard.

- Finally, the recommendation, which has already been implemented, envisages, in order to increase the capacity of trainers and mentors in the field of PPM, the launch of a training program for pre-selected candidates for trainers - Training of trainers, coordinated by NAJU. This program was also aimed at already active trainers of the RSPP (as well as at experienced staff of other state institutions who have knowledge of various aspects of the PPM). The program also included training for mentoring. The participants in this training are the implementers of the professional development program accredited by NAJU and selected in direct cooperation between RSPP and NAJU.

When it comes to the structure, content of the training and the methods used to meet the defined objectives, the results show that the content of the LPS is mostly covered, but not interrelated. The novelties in the legal requirements and the comprehensive nature of the LPS, require a systematic improvement of the capacity of public servants in terms of change management, so certain aspects of change management should be found as a modular training program.

In order to evaluate the training materials, the experts assessed the quality of the trainers' presentations. The general conclusion is that they are very well prepared and fully cover the topics covered by the relevant training. Although the style of presentations varies, several include graphic illustrations, diagrams and other visual elements that help participants visually acquire knowledge and maintain attention. Examples are often given to help participants better understand the concepts presented. However, apart from slides in presentations, no additional reading materials or learning tools have been developed, such as workbooks or training summaries.

Based on a guidance document developed for the implementation of the LPS, in line with NAJU requirements, good international practice and the use of available presentation materials, and led by the RSPP, the EU PAR Project has developed a comprehensive, modular training program that covers proportionally all key aspects of quality PPM and medium-term (strategic) planning in a logically structured way. In order to ensure the quality implementation of the proposed training program, trainers should undergo a separate training program for trainers. Through the training of trainers, a base of competent trainers who can transfer the content to others would be created.

The last part of this report deals with a field analysis of research on examining training needs in the field of PPM. Based on previous experiences, 90% of respondents did not attend any trainings regarding the PPP cycle, stating that they were not informed or invited. Those who were, in turn, believe that the content of the training is good, but that the training materials are too extensive. Most believe that they need additional knowledge of economic and social problem analysis, based on quantitative and qualitative data, as well as how to use various analytical methods and tools in the field of impact assessment and costing. Respondents expressed a desire to work with mentors who would specifically help them in the development of certain strategic documents and believe that rotation as a method of acquiring knowledge is a useful approach to learning, but would prefer rotation to be done with foreign institutions.

Unique List of Jobs at the Local Government Level

The Ministry of State Administration and Local Self-Government has developed a Unique List of Jobs at the Local Government Level, which contains original and entrusted tasks in certain areas. The mentioned list was made on the basis of data obtained from local self-government units and state administration bodies, with the support of the Government of the Swiss Confederation within the project "Support to the implementation of the action plan of the Public Administration Reform Strategy - Local Self-Government Reform 2016-2019".

The unique list of tasks is an analytical and planning tool in a more functional distribution of tasks between different levels of government and serves to identify the competencies of local government and more efficient application of regulations. In addition to the above, the unique list of jobs contains an accurate legal description of the job, the legal basis (full name of the law and the number of articles of the law by which the job is determined) and the competent authority that performs the job.

The unique list of tasks covers the following areas: social protection; local government; environmental protection; finance; construction and infrastructure, spatial planning; agriculture; traffic; housing; labor relations, employment, veterans' issues; public transport; trade, tourism and catering, telecommunications; culture; economy and regional development; personal status of citizens, record keeping and electoral rights; communal activity; education; public information; energy; health care; mining and geological research; sports; youth; veterinary medicine; personal status of citizens; inspection supervision of administrative inspection; general administration; science and technological development and defense, emergencies, data secrecy.

The unique list of jobs was updated as of September 2019, and in the future it will be updated in accordance with the changes in the regulations which determine the jobs of local self-government units. The expressed analysis represents a specific analytical material as a starting point for the development of the Sectoral Program of Continuous Professional Development of Employees in Local Self-Government Units.

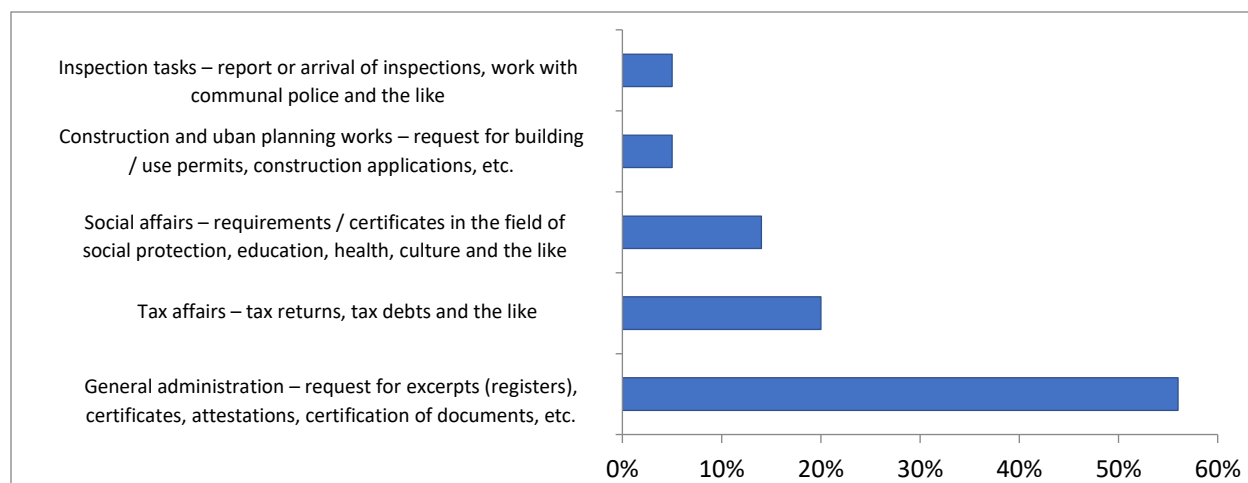
Public opinion survey report "Citizens' satisfaction with the quality of life in the local community and local government services"

The public opinion poll was conducted within the program "Swiss Government Support to Municipal Development through the Promotion of Good Governance and Social Inclusion - *Swiss PRO*", supported by the Swiss Government in cooperation with the Government of Serbia, and implemented by UNOPS in partnership with the Standing Conference of Towns and Municipalities (SCTM). The overall goal of the entire program is to improve the capacity of 99 local governments to apply the **principles of good governance in local policies**, in order to increase social cohesion. The research was conducted by *CeSID* in the period from March 15 to April 20, 2019 on the territory of 50 municipalities and cities in Serbia, ie on a representative sample of 11,387 citizens. When selecting the sample, the following parameters were used: gender structure, age, educational structure, occupation, employment status, monthly income per household member and nationality of the respondents. Questionnaire and in-depth interview were used as research instruments.

The largest percentage of respondents (51%) believe that the local government mostly takes care of them, with a significant percentage of those who think that it is mostly not taken care of (32%) or that the local government does not take care and does not provide adequate services to citizens (12%). When assessing the quality of work of municipal / city services compared to last year, the largest percentage of respondents believe that the situation in municipal / city services is at the same level as last year (46%).

Graph 1: Respondents' opinion on the efficiency of work in the municipality / city administration

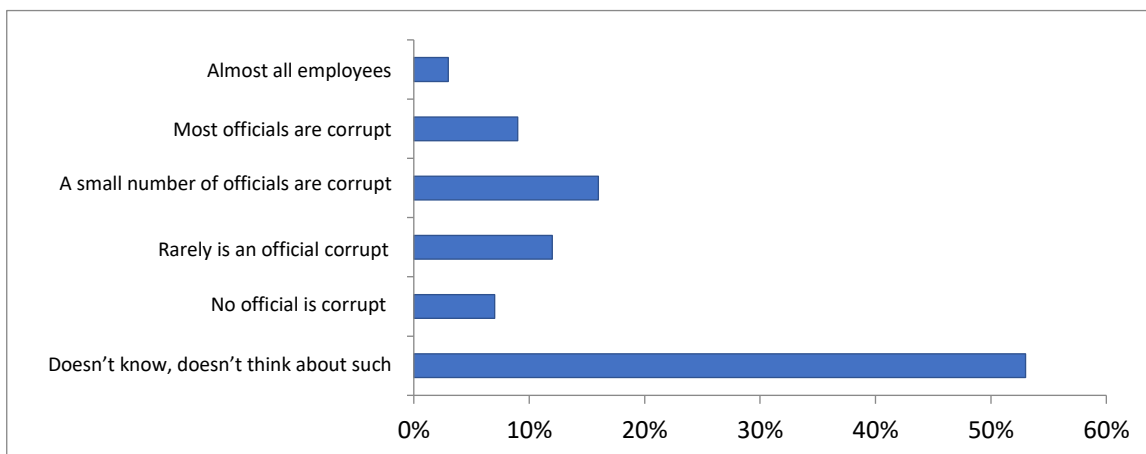
The surveyed citizens who had contact with the municipality / city administration express the greatest



satisfaction towards the **general administration** (38%). In addition to general administration, 23% of respondents are satisfied with **tax** and one fifth with **social affairs**. On the other hand, dissatisfaction with the services is expressed by almost a fifth of the respondents for **construction and urban planning, inspection, social and tax affairs**. In relation to the specific elements of the work of municipal / city services, 40% of

respondents believe that the situation remained the same as in previous years in terms of saving time, money (44%) and **quality of services** (43%).

When it comes to communication with the municipal / city administration, most respondents believe that the biggest obstacle is the **lack of information about the procedure, documentation** and the like. The largest percentage of respondents are satisfied with the **kindness** (43%), **professionalism** (39%) and **expertise** (38%) of public servants.



Graph 6: Respondents' opinion on the degree of corruption in local self-government

When asked to what extent municipal / city officials are corrupt, most respondents said that they do not know or think about such things. Above average, more men than women, highly educated and respondents aged 18 to 29 have a negative perception of the prevalence of corruption among employees, more precisely that all and most employees are corrupt.

Having in mind the above results, the recommendations are as follows:

- Encourage municipalities and provide them with expert support for the **development of comprehensive or individual strategic plans and action plans** based on previously identified LGUs problems;
- Encourage the updating and / or adoption of the **Code of Ethics for local officials in LGUs**;
- Train representatives from **public relations services for efficient and practical use of social networks as communication tools**;
- For the needs of easier understanding and coping of citizens, simplify the **description of procedures and steps** for performing various tasks in LGUs and make them available;
- Encourage the practice of **involving the public in the decision-making process by creating promotional materials or short information campaigns on procedures**;
- Invest in the introduction of more advanced case **management systems in LGUs**, in accordance with the capacities and needs of each LGU.

Development and implementation of a human resources management information system for civil servants - Serbia (HRMIS)

The project "Development and implementation of information system for human resources management for civil servants" in Serbia is funded by the European Union and implemented by *Euronet Consulting*. The goals of the project are to contribute to the modernization and professionalism of public administration in the Republic of Serbia for the period 2018-2020. and the establishment of a functional information system for human resources management (HRM IS) in the relevant government institutions and public administration units, which provides support to the implementation of the Law on Civil Servants and facilitates its effective monitoring.

The *HRM IS* model is based on: relations between data processes and structures, horizontal data flows and vertical decision-making mechanisms, inter-institutional data flows and changes in regulations due to the legal transition of the state to EU regulations and acquis. The model consists of 15 integrated modules. These modules are grouped around three groups. The first group consists of: Administrative Module, Central Personnel Records, Personnel Planning Module and Module for Organization and Systematization. The development of the first group of modules is expected by September 2020. The second group of modules are those that support employee development, employment and selection via the Internet, career development and assessment and functions of the internal labor market, which will be developed by December 2020. The third group of modules is dedicated to the possibility of connecting to other systems, easy user access, online help and reporting. For the realization of the third group of modules, the realization is planned at the end of the project, in the period from December 2020 to March 2021.

Within the Project, simultaneously with the development of the system, **trainings** will be conducted for participants of key institutions (**SUK, MSALS, MF and NAJU**), **HR specialists in administrative bodies and persons in charge of HRM IS administration, maintenance and support**. The project will also develop a training program for all civil servants, users of HRM IS and will be part of the general training program NAJU. Due to the large target group of 25,000 system users, the said training program will be created in the form of online training with the support of the LMS platform of the National Academy of Public Administration.

Research on the functioning of local self-governments during the crisis caused by the COVID-19 in Serbia

The research on the functioning of local self-governments during the crisis caused by the Covid-19 in Serbia was created within the project "Human Resources Management in Local Self-Government - Phase 2" funded by the European Union and the Council of Europe. This project is actively implemented by the Council of Europe in cooperation with the Ministry of State Administration and Local Self-Government (MSALS) and the Standing Conference of Towns and Municipalities (SCTM).

The research identified the needs and challenges of municipalities and cities in Serbia during the state of emergency caused by the Covid - 19 pandemic, as well as potential areas and topics for improvement and support in the coming period. The research sample consisted of 110 employees in human resources management in municipalities, cities and city municipalities in the Republic of Serbia. The research was conducted through an online survey. Specifically, the questionnaire examines: 1) the functioning of the city / municipal administration in a crisis situation and 2) measures to improve the work of the city / municipal administration after the end of the crisis.

When asked what were the biggest challenges during the state of emergency they faced, the largest number of respondents (56 respondents) saw the challenge in different work responsibilities, in performing other functions of local self-government. This fact is complemented by the result that 74.3% of respondents said that in their city / municipality, part of the employees, in addition to their regular duties, performed other tasks related to the fight against the pandemic. Due to that, the largest number of respondents (46%) managed to do only as much work from home as was necessary.

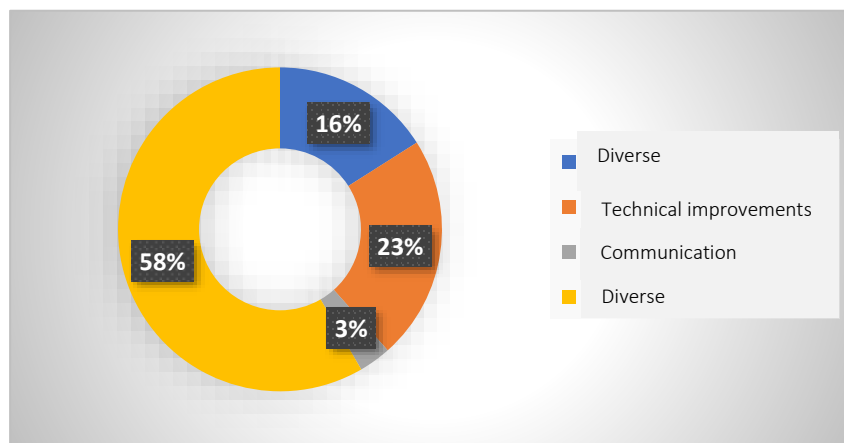
Respondents were asked to identify key problems in the functioning of the administration during the state of emergency. The obtained answers are grouped into several categories:

- 1) *General fear of a pandemic* - **overcome employees' fear of disease**
- 2) *Challenges related to working with citizens and clients* - a large number of parties do not have the technical knowledge to submit applications electronically or to take advantage of e-government
- 3) *Systemic problems* - the management was not prepared for such a scenario, **incompetence of employees in emergency situations**, lack of procedures for dealing with emergencies
- 4) *Human resources and capacities of employees* - **lack of independence in the work of employees sent to work from home**
- 5) *Problems related to communication* - lack of communication between institutions, **poor communication between employees working from home and those working at the employer's premises**

In addition to the necessary information and communication infrastructure and adequate ICT equipment for work outside the administration premises, respondents identified the **lack of knowledge and experience of officials for the organization of work outside the administration premises** as the main missing prerequisites for efficient work outside the administration premises.

When it comes to electronic modernization of the administration, respondents (40%) **state the need for the introduction of electronic communication systems**, video calls and conference calls.

In order to overcome all the shortcomings, the respondents listed the following type of help and support that would mean in the coming period:



Graph 7: The kind of help and support in the coming period that would mean to LGUs

As other measures and activities, respondents recognized the importance of continuing professional development and stated:

- Mandatory training of all employees in LGUs for **the use of electronic systems and data exchange;**
- **Training of employees to perform several jobs and work tasks** within the competence of the LGUs;
- Training of employees in the use of **programs and training in law enforcement;**
- Introduction of the **obligation for professional development** of employees without the possibility of choice

Reports of independent state bodies

This chapter presents the findings from the reports of independent state bodies that arose from the control of the legality of work and acts of public administration bodies and as such were recognized as an important source of information when the conclusion is derived that the measure for eliminating the identified shortcomings is the improvement of knowledge and skills.

The purpose of this part of the report is to supplement the data obtained from bodies and officials from state bodies and local self-government units with external findings, and thus more comprehensively assess the needs in order to adequately prioritize the topics of future training programs.

Regular annual report of the Ombudsman for 2019

The Ombudsman notes that, in the reporting period, citizens most often complained of violations of economic and property rights, violations of the principles and principles of good governance and socio-cultural rights.

Accessibility, as one of the basic preconditions for exercising the rights of **persons with disabilities**, is still not sufficiently developed. Despite the existing legal framework, in the Republic of Serbia many public institutions, facilities, areas, services and information remain inaccessible to persons with disabilities and difficulties in movement and communication. It happens very often that inaccessible or difficult to access are precisely the institutions in which citizens should exercise their basic rights. The most frequently identified problems in the implementation of accessibility policy in smaller and poorer municipalities is the lack of trained and professional staff who have experience in working on the development of accessibility.

One of the special recommendations of the Ombudsman is strengthening the capacity of local self-government units through continuous education of employees, connecting and networking of various actors and key associates in the process of strategic thinking, taking concrete steps and implementing action plans.

In the area of the rights of **persons belonging to national minorities**, in addition to the regular practice of visiting Romany settlements throughout Serbia and receiving complaints, last year a survey was conducted on the implementation of the Strategy for Social Inclusion of Roma Men and Women in 20 local self-governments. Based on this research, a **Special Report of the Ombudsman on the implementation of this strategy** was prepared, which states that the capacities and knowledge possessed by employees in local self-government units are very different and that the capacities of local self-governments are very important. Roma men and women are insufficient for effective implementation of measures.

In the **field of environmental protection**, in this reporting period, the public was justifiably disturbed by the frequent occurrences of excessive air pollution in a large number of local governments in the Republic of Serbia. The key problems of this situation, as indicated in the recommendations and opinions of the Ombudsman, is the fact that the Ministry of Environmental Protection and local governments do not conduct adequate inspections, do not apply prohibitive measures against pollutants, as well as local governments do not bring adequate local measures, including awareness raising and education in the field, which will contribute to solving systemic problems.

In the domain of **official use of the Serbian language and Cyrillic alphabet**, the Ombudsman received a small number of complaints in 2019, which indicate that public administration bodies do not act in accordance with

the Constitution and the law, that in official acts other than Serbian language and Cyrillic alphabet they use the Latin alphabet, contrary to the law.

Audit report on the Consolidated Report of the Republic of Serbia for 2019

The consolidated report of the Republic of Serbia presents information and data presented in the financial reports of the budget of the Republic of Serbia, the budget of the autonomous provinces, the budget of local self-government units and in the financial reports of organizations for compulsory social insurance. The auditor made notes to the report. The report emphasizes that financial management and control are not fully established in a way that represents a comprehensive system of internal controls with the task of providing reasonable assurance that the objectives of users of public funds will be achieved and that financial statements are complete and accurate, although the Ministry of Finance activities aimed at establishing financial management and control in the public sector. Failure to establish financial management and control among users of budget funds may result in certain irregularities in the spending of public funds. It is recommended that the ministry in charge of finance continue, within its competencies, to start the activities of introducing managers and employees of budget users to the system of Internal Financial Control in the public sector (Public Internal Financial Control - PIFC).

Anti-Corruption Agency - Report on work for 2019

In accordance with the obligation from the Action Plan for Chapter 23, the Anti-Corruption Agency developed the Model of the Local Anti-Corruption Plan for Local Self-Government Units, and then the Model of the Provincial Anti-Corruption Plan. When comparing the data on the number of developed LAPs and the number of formed bodies for their monitoring with the data on whether they were developed in accordance with the Model, it can be concluded that 20 municipalities and cities have adequately completed this process. Within the second cycle, 4,267 public authorities were obliged to develop and adopt integrity plans and implement the improvement measures envisaged by them. The results of the control indicate certain common characteristics that have manifested themselves in all institutions. First, at the general level, the Integrity Plan remains a formal document and very little attention is paid to its content and meaning. Implementation control has also identified certain external factors that significantly affect the functionality of integrity plans, which could jointly be characterized as environmental instability. Uncertainty of the regulatory framework is most often present (frequent changes of regulations with opposite outcomes or inconsistent processes that regulate or uncertainty of their application) and lack of resources (most often human - employment ban or lack of competent staff on the labor market and financial - lack of funds, uncertainty that appropriations will indeed be made available to the institutions). When it comes to the internal structure of risk areas and processes, institutions are close and easier to manage concepts from "traditional" areas and processes (for example, human resources and public finances), while the biggest doubts and ambiguities are expressed in the areas of ethics and integrity (especially processes related to conflict of interest and gift management) and information management and security.

The key recommendations regarding professional development are:

- Consider the possibility of enacting a law that will prescribe the obligation of competent institutions (at all levels of government) to appoint ethics and integrity officers, in accordance with the **Guidelines**

and recommendations for the introduction of ethics and integrity officers in public administration of the Republic of Serbia, stemming from the Action Plan of Public Administration Reform Strategy for the period 2018–2020.

- Incorporate training on ethics and integrity into Special Professional Development Programs for Employees, in accordance with the Law on Civil Servants, the Law on Employees in Autonomous Provinces and Local Self-Government Bodies, the Law on Prevention of Corruption in State Administration and Local Self-Government Bodies

Report on the implementation of the Law on Free Access to Information of Public Importance and the Law on Personal Data Protection, for 2019

In 2019, the Commissioner continues to face the same or similar challenges in his work as in previous years, namely that the competent or controlled bodies do not act or do not act in a timely and complete manner according to the acts of the Commissioner adopted on the basis of the Law on Free Access to Information and Law on Personal Data Protection (LPDP).

Judging by the complaints submitted to the Commissioner, the applicants find it most difficult to obtain information regarding budget funds, public procurement, investments and other dispositions and records of public funds and assets, which is why the number of complaints regarding this information in 2019 increased almost twice in compared to the previous year.

The situation in exercising the right to free access to information of public importance in 2019 has not changed significantly compared to the previous year, and from the point of view of the Commissioner and a large number of complaints due to the so-called the silence of the administration and the large number of well-founded complaints due to the violation of rights, cannot be assessed as satisfactory. In short, the situation is such that obtaining information from the authorities is still greatly hindered without filing a complaint with the Commissioner or a complaint to the Administrative Court, when the complaint is not allowed.

Having in mind the existing normative framework, as well as non-undertaking of strategic measures by the competent bodies in the field of personal data protection, the activities of the Commissioner, no matter how numerous and in principle on the side of personal data protection, could not lead to significant improvement in this area. In particular, the Commissioner could not by his decisions prevent numerous cases of unauthorized or excessive data processing by controllers, just as he could not by his decisions force certain controllers to disclose data or issue a copy of data or do so within the time and manner prescribed by the LPDP.

Also, with his opinions on drafts and proposals of laws and other regulations and general acts, the Commissioner could not convince all authorities of the need to respect them. Neither the Commissioner's call for postponement of the start of the application of the LPDP due to the fact that all operators are not ready to act in accordance with the obligations imposed by the LPDP, nor the indication of the need to adopt a modern Personal Data Protection Strategy and Action Plan for its implementation bore fruit.

During 2019, the Commissioner organized and implemented 39 trainings in the field of personal data protection, primarily due to the fact that on August 22, 2019, the application of LPDP began. This law obliges processors of personal data to be trained in the application of the Law on Personal Data Protection and to designate persons for the protection of personal data. The goal of the trainings is for these persons to acquire new and upgrade the existing knowledge on the right to protection of personal data and to get acquainted with the new obligations that, in accordance with the Law on Personal Data Protection, have handlers and processors of personal data. The Commissioner, in accordance with the available human and material capacities, organized trainings by target groups and by territorial distribution.

In addition to trainings organized and implemented by the Commissioner, either independently or in co-organization with other institutions, trainings in the field of personal data protection are conducted continuously and organized by the National Academy of Public Administration, for the needs of public servants. In these trainings, in the role of lecturers, in addition to other lecturers, representatives of the Commissioner also participate.

Regular annual report of the Commissioner for the Protection of Equality for 2019

Based on the insights gained in the complaints procedure during 2019, as well as on other relevant data on problems in achieving equality, the recommendations given by the Commissioner are highlighted:

- Start drafting strategic documents and action plans whose validity expired in the previous period or expires in 2020. This primarily refers to the adoption of a strategy for prevention and protection against discrimination, the development of social protection, prevention and protection of children from violence, the development of adult education, socially responsible business, as well as a strategy on aging.
- At the national, provincial and local level, envisage the implementation of measures and activities aimed at reducing poverty, encouraging rural development, retaining and greater inclusion of young people, greater equality in employment without giving priority on any grounds, as well as achieving full equality of citizens, especially vulnerable and marginalized social groups, including children and women belonging to these groups. When creating regulations and measures, special attention should be paid to statistical indicators and data from relevant research for certain areas, considering the long-term effects of implementation in practice and the real effects on citizens and local communities.
- Intensify work on improving architectural and information accessibility and application of universal design in all areas, with the aim of enabling unimpeded access to public facilities and areas, transportation, information, communications and services for people with disabilities, people with reduced mobility, senior citizens and children. Ensure that information on the work of all public authorities is available in appropriate formats, including the content of Internet presentations, increase the number of media content translated into sign language and media content adapted for the blind, as well as communication through sign language interpreters.
- Strengthen local self-government institutions for creating measures and implementing active employment policy, while respecting the characteristics of the local labor market.
- Take measures to reconcile work and parenthood, reduce gender disparities and influence patriarchal patterns in dealing with children, caring for other family members and performing family responsibilities, while promoting equal sharing of responsibilities in relation to health, economic and professional responsibilities. In order to achieve equal participation of women in the labor force and equal participation of men in unpaid care, work on defining and implementing legal provisions on flexible working hours, promoting and encouraging the absence of fathers from work to care for children, innovating and increasing the number of teaching contents that deal with the topics of equal facing with family obligations.
- Prescribe and ensure by law the inclusion and encouragement of equal representation of women and men in all spheres of social life, especially in decision-making and performing public functions at all levels, as well as conducting gender-balanced personnel policy and gender-sensitive statistics, and in accordance with international standards and Law on Prohibition of Discrimination.
- Encourage social dialogue by strengthening the capacity of state institutions and social partners to respond to supply and demand in the labor market, encourage dialogue on sectoral policies based on good information and participation of all actors, support collective bargaining, including level

negotiation companies, with the aim of ensuring consistent application of all regulations and respect for modern principles and recommendations of international bodies.

- Take all necessary measures to ensure that the composition of state bodies, local self-government bodies and other public authorities corresponds to the national composition of the population in their area, increase the number of employed persons belonging to national minorities and their education and training and take measures to manage national, ethnic, religious, linguistic and other diversity.
- Continuously work on education of employees in state administration and local self-government, employees in the system of education, employment, health and social protection, holders of judicial functions, police officers, employees in inspection services, journalists, etc., in order to get acquainted with the concept, forms, as well as mechanisms for protection against discrimination.
- In order to achieve full harmonization with the *acquis communautaire* and overcome the problems identified in the current application of the law, amend the Law on Prohibition of Discrimination and prescribe adequate solutions for establishing and operationalizing a single, centralized and standardized system for collecting and analyzing relevant data, monitoring discrimination and the effectiveness of the system of protection against discrimination, with the provision of the necessary budget funds for its implementation.

Annual reports of republic inspections

Report on the work of the administrative inspectorate for 2019

At the beginning of 2020, the Administrative Inspectorate published the Report on the work of the Administrative Inspectorate for 2019, in which the activities of the administrative inspection were presented, the statistics of regular, extraordinary and control inspections. 550 measures in the field of labor relations in the bodies of the autonomous provinces and local self-government units were stated. Most of the measures referred to assessment (76), state professional exam (26), determining the title of official (31) and establishing a fixed-term employment relationship (29).

In addition, 72 irregularities were found in the field of free access to information of public importance, of which 35 relate to the appointment of persons authorized to act on requests for exercising the right to access information of public importance, 15 to act on requests for free access to information of public importance within the prescribed deadlines, and 16 to the obligation to prepare, publish and regularly update the Work Information Booklet.

Although the report does not define the cause of these irregularities, the opinion is that the training of officials in these areas should be intensified in order to develop the capacity to act properly.

Annual report on the work of the Budget Inspection for 2019

The Ministry of Finance, budget inspection has been entrusted with the performance of inspection control over direct and indirect users of budget funds, organizations for obligatory social insurance. The purpose of the conducted inspections is to strengthen the responsibility of users of budget funds for the legal and purposeful use of budget - public funds, to reduce and eliminate irregularities and illegalities in business, as well as to improve financial discipline.

Based on the analysis of the most common illegalities and irregularities identified in inspections, it was concluded that they relate to non-compliance or misapplication: the Law on Budget System, budget regulations, regulations related to financial discipline, public procurement regulations, regulations on salaries, salary supplements, allowances and other incomes, general labor regulations, regulations related to the register of employees and regulations on budget accounting, in particular:

1. Law on Budget System (21 irregularities)
2. Law on deadlines for settling financial obligations in commercial transactions (18 irregularities)
3. Law on temporary regulation of bases for calculation and payment of salaries, salaries and other permanent incomes with users of public funds (19 irregularities)
4. Law on Determining the Maximum Salary in the Public Sector (10 irregularities)
5. Regulations on budget accounting (6 irregularities)

Given that the report states the incorrect application of regulations as the cause of some of the above irregularities, special attention should be paid to the training of officials in these areas

IMPLEMENTED CONSULTATIVE PROCESS FOR THE PURPOSE OF ANALYSIS OF THE NEEDS AND DEVELOPMENT OF THE PROFESSIONAL IMPROVEMENT

As every year, the National Academy conducts a consultative process with all stakeholders in order to identify needs as well as develop training programs. Considering that a state of emergency was introduced in the Republic of Serbia in mid-March 2020 due to the pandemic of the COVID-19 virus, which conditioned a different organization of work, mostly at a distance, all conducted interviews were conducted online. Regardless of the difficulties encountered, the consultative process on identifying needs and developing the program has been ongoing. The Academy used the Cisco webex Meetings platform for meetings, but other electronic communication applications were also used for meetings, such as Zoom, Viber, as well as email and telephone. In the period March - July 2020, several meetings were held with: representatives of the Human Resources Management Service, the Ministry of Finance, the Ministry of European Integration, the Ministry of State Administration and Local Self-Government, the Office for Cooperation with Civil Society, the Republic Secretariat for Public Policies, the Anti-Corruption Agency, with an expert on public administration reform at the Ministry of State Administration and Local Self-Government, the Commissioner for Information of Public Importance, the Directorate for Safety and Health at Work, with representatives of the Coordination of National Councils of National Minorities, with the Project working group for Support to Public Administration Reforms implemented with the support of GIZ. Noting that the consultation process is still ongoing because meetings with the remaining stakeholders are underway, the conclusions from the current consultation process are presented below:

- Trainings of **newly hired officials at the state and local level** should be harmonized with the newly adopted Regulation on the state professional exam.
- A review of trainings in **public policy** is needed. The priority is to improve the knowledge and skills of employees who perform the preparation of public policy documents related to costing, and it is necessary to add a training program related to *costing* that would be connected with the PFE form (consultations were also conducted with the Ministry of Finance). LGU trainings and Public Policy Management trainings for civil servants in office remain unchanged. The need for professional improvement of officials in relation to the participation of civil society in the development of public policies and the preparation of regulations is still relevant.
- In the area of **Administration in the service of citizens** trainings List of administrative procedures and Optimization of administrative procedures, Introduction to quality management, as well as Financing of public interest programs, implemented by associations remain a priority in the future. Training The concept of good governance should be realized as online training. On the other hand, the new trainings considered during the consultation process are: ToT for quality management and Improving the behavioral aspects of the work of officials in the provision of public services. Content of trainings for

local self-government units: Cooperation with civil society organizations and financing of programs of public interest implemented by associations and Involvement of the local community in the drafting of general acts of local self-government do not need to be updated.

- In the area of **Legislative Process Management and Administrative Acts**, the revision of the training program General Administrative Procedure - basic and subsequent training was considered, among other things, from the aspect of exercising the language rights of national minorities. On the other hand, the need to develop new training related to monitoring the implementation of the Law on General Administrative Procedure was expressed. Trainings Corruption risk assessment in regulations as a mechanism for prevention of corruption and Public participation in the process of drafting regulations should be realized in unchanged content.
- Training in the area of **Inspection supervision** should be improved to include training to prepare for examinations for inspectors. Also, a very important aspect is the introduction of the official use of the language of minority groups.
- Within the area of **Public Finance**, the topics of Program Budget Preparation and Monitoring and Reporting in the Program Budgeting Process need to be combined and implemented as a single training. The content of the training Capital Budgeting, Finance for Non-Financial Experts, Planning of Priority Areas of Financing, Development of Financial Plans of Beneficiaries, Budget Execution, Budget Accounting and Reporting and Audit of the Public Sector were implemented.
- In the area of **Management of International Development Assistance and EU Funds**, updating the content of existing topics was considered, as well as linking the training Methodology for selection and prioritization of infrastructure projects with the Regulation on Capital Project Management. The need to introduce new training Contracts for Works Contracts (PRAG) – Contract enforcement. On the other hand, in the coming period there is no need for training Information system for data and document management.
- There is still a need for training in the thematic area of **European integration and international cooperation**. It is necessary to subsequently consider the introduction of content related to the preparation of programs and protocols on international cooperation in the training International agreements - preparation and conclusion.
- Within the thematic area of **Human Resources Management**, it is necessary to adapt the existing trainings to the areas of knowledge and skills necessary for performing tasks in the field of human resources management, in accordance with the Regulation on Determining Competences for Civil Servants. In that sense, it is necessary to separate the trainings for civil servants who perform tasks in this area from the trainings for managers for which the possession of the behavioral competence Human Resources Management is envisaged. Training on personnel planning should emphasize the importance of personnel planning and not only the procedure of preparation and adoption. The content of this training should be incorporated into the content of training on job systematization. Training content The setting of organizational goals should also be improved by the content of the performance assessment. Training The human resources management information system needs to be developed in line with the ongoing information system. The new Public Administration Reform Strategy recognizes the need for training on the Law on the Public Sector Salary System. In the coming period, there is no need for the implementation of training Collective Bargaining. Trainings Management of professional development in state bodies and Internal labor market - an instrument for filling vacancies needs to be revised. Advanced training needs to be developed for observers in the assessment centers for candidates for officials who have previously attended basic training.

- The thematic area of **Human Rights Protection and Data Secrecy** will be additionally considered within the project of the project "Consolidation of the democratization process in the security sector in the Republic of Serbia", which the OSCE Mission to Serbia is implementing with the financial support of the Swedish Government. Training content Personal data protection does not need to be changed.
- Within the area of **Safety, Protection and Health at Work**, the revision of the training programs Safety and Health at Work and Mobbing - prevention and protection from harassment at work was considered.
- The need to improve the content of training in the field of **Prevention of Corruption and Fight against Corruption**, namely: Ethics and Integrity, Prevention of Conflicts of Interest, Control of Property of Officials and Registers, Development, Implementation and Monitoring of Integrity Plans and Protection of Whistleblowers was expressed. Given that the implementation of the Guidelines for the Introduction of Ethics and Integrity Officers is not expected next year, the preparation of training for these officers should be postponed for the next cycle.
- **Management training** is a thematic area for which the need to update the content has been expressed. Subsequent consultations will be held on public policy management training.

The consultative process for the needs of identifying needs as well as the development of training programs within the remaining thematic areas continues after the publication of the Report.

CONCLUSIONS AND RECOMMENDATIONS

Based on various sources of information and conducted analyzes, priorities for professional development of public servants for 2021 have been set. Based on various sources of information and conducted analyzes, priorities for professional development of public servants for 2021 have been set. The priorities are certainly increasing the efficiency of **public service delivery, modernization of public administration, digitalization, e-government, open data**, etc. In order to achieve the full effect of the envisaged measures, the capacity of the public administration must be developed in accordance with the outlined priorities.

The training of **newly hired officials at the state level** should be harmonized with the newly adopted Regulation on the state professional exam.

It is necessary to revise the existing trainings in the **field of public policies**, as well as to develop new trainings related to the identification of resources necessary for public financial management, which would at the same time contribute to the development of the capacity of officials to fill in the PFE form. He recognizes this area as a priority in the new Public Administration Reform Strategy, which is being drafted and which emphasizes fact-based decision-making, but also monitoring the effects of public policies based on data. In this regard, training programs in the coming period should include training for about 500 civil servants in this area.

In the field of **Administration in the service of citizens**, the training Introduction to quality management should be realized with the same content. In addition, it is necessary to develop the training of lecturers for quality management. Trainings List of administrative procedures and Optimization of administrative procedures, in accordance with the Program for simplification of administrative procedures and regulations "e-Paper" for the period 2019 - 2021 remain a priority in the coming period. Also, the training Financing of public interest programs implemented by associations occupies a very important place in the next cycle. Training The concept of good governance should be realized as online training. On the other hand, in order to improve the behavioral aspects of the work of officials in the provision of public services, it is necessary to create new training that would contribute to the development of officials in this area.

In the area of **Legislative Process Management and Administrative Acts**, having in mind the role and importance of national minorities, it is necessary to especially improve the content of training on general administrative procedure in the field of exercising the linguistic rights of national minorities. On the other hand, the need to develop new training related to monitoring the implementation of the Law on General Administrative Procedure has been identified. Trainings Corruption risk assessment in regulations as a mechanism for prevention of corruption and Public participation in the process of drafting regulations should be realized with unchanged content. The analysis of the rulebook on the internal organization and systematization of jobs of state administration bodies has determined the need for the development of training that would improve the skills for the preparation and drafting of expert opinions and explanations of various legal acts.

Trainings in the field of **Inspection supervision** should be improved in such a way that they especially include trainings for preparation for taking exams for inspectors and special emphasis should be placed on continuous

training of inspectors with certain work experience. Training E-inspector gained special importance considering that the new Rulebook for taking exams for inspectors, the adoption of which is expected in the next period, stipulates that a person who takes the exam for an inspector, before applying for taking the exam, attends this training program.

Within the area of **Public Finance**, the topics of Program Budget Preparation and Monitoring and Reporting in the Program Budgeting Process need to be combined and implemented as a single training. Training content Capital budgeting, Finance for non-financial experts, Planning of priority areas of financing, Development of financial plans of users, Budget execution, Budget accounting and reporting and Audit of the public sector are needed by auditors in accordance with new instructions and trends in this area. Annual report on the implementation of the Action Plan for the implementation of the Public Administration Reform Strategy for the period 2018-2020. Recognizes the need to improve the way of disseminating knowledge from internal financial control in the public sector, through the development of a Roadmap that would direct the process of relocating training in the field of IFKJ to the National Academy of Public Administration.

In the area of **Management of International Development Assistance and EU Funds**, the concept that specifically defines training for new employees in IPA structures, training for employees in project planning and implementation and training for employees in contracting and financing programs from EU funds has proven to be good and should be maintained. and in the following period. In addition to updating the content of existing topics, it is necessary to supplement the content of training for new employees and FIDIK contracting conditions in infrastructure projects. On the other hand, in the coming period there is no need for training Information system for data and document management.

There is still a need for training in the thematic area of **European integration and international cooperation**. The need was also expressed for the introduction of content related to the preparation of programs and protocols on international cooperation in the training International Agreements - preparation and conclusion.

Within the thematic area of **Human Resources Management**, it is necessary to especially adapt the existing trainings to the areas of knowledge and skills necessary for performing tasks in the field of human resources management, in accordance with the Regulation on Determining Competences for Civil Servants. In that sense, it is necessary to separate the trainings for civil servants who perform tasks in this area from the trainings for managers for which the possession of the behavioral competence Human Resources Management is envisaged. Training on personnel planning of accents should be placed on the importance of personnel planning and not only on the procedure of preparation and adoption. The content of this training should be incorporated into the content of training on job systematization. Training content the setting of organizational goals should also be improved by the content of the performance assessment. Training The human resources management information system needs to be developed in line with the ongoing information system. The new Public Administration Reform Strategy recognizes the need for training on the Law on the Public Sector Salary System. In the coming period, there is no need for the implementation of training Collective Bargaining. Trainings Management of professional development in state bodies and Internal labor market - an instrument for filling vacancies needs to be revised. Advanced training needs to be developed for observers in the candidate assessment centers for officials who have previously attended basic training.

The thematic area of **Human Rights Protection and Data Accuracy** will be additionally discussed within the project of the project "Consolidation of the process of democratization in the security sector in the Republic of Serbia", which was implemented by the OSCE Mission to Serbia. Training content Personal data protection does not need to be changed.

Within the area of **Safety, Protection and Health at Work**, it is necessary to revise the training programs Safety and Health at Work and Mobbing - Prevention and Protection from Harassment at Work.

The need to improve the content of trainings in the field of **Prevention of Corruption and Fight against Corruption**, namely: Ethics and Integrity, Prevention of Conflicts of Interest, Control of Property of Officials and Registers, Development, Implementation and Monitoring of Implementation of Integrity Plans and Protection of Whistleblowers was expressed.

Communication and public relations is an area that is regularly in great need. The most sought after trainings are: Communication Skills, Written Communication, Conflict Resolution and Power of Feedback. Also, a larger number of officials expressed the need for development in the field of public speaking and in terms of assertive communication.

The need for **Foreign languages** has been expressed in the vast majority of bodies, mainly for advanced levels of English (above B1 levels). French, German and Russian are required for a small number of officials.

The field of **E-government and digitalization** is especially important. The importance of this area is recognized in several strategic documents, from the Program of the Government of the Republic of Serbia⁴⁶, Program for the development of E-government in the Republic of Serbia for the period from 2020 to 2022, Strategy for the development of digital skills in the Republic of Serbia for the period from 2020 to 2024, Strategy for the fight against high-tech crime for the period 2019-2023. years until the new Public Administration Reform Strategy. Special emphasis is placed on training for the MS Office software package, training of IT staff, digitalization of services, but also on proactive transparency and data opening. Also, the officials themselves recognize the need for development in this area. The most sought-after trainings are from the MS Office software package. The trainings Electronic Administration in the Service of Citizens and Electronic Document, electronic identification and services of trust in electronic business, as well as the training for the use of software for the realization of work on a daily basis, are also in great demand. The priority of these trainings during the Covid-19 pandemic has increased significantly.

Lecturer training is recognized as an area of development needed in a large number of bodies. Also, in addition to basic training, there is a need to create workshops for the development of advanced coaching skills.

Personal development and skills is the most sought after area of development. The most sought after trainings are: Overcoming stress, Planning personal development and career and Developing personal efficiency and

⁴⁶ The program of the Government of the Republic of Serbia of the candidate for Prime Minister Ana Brnabić is available via the link: https://www.srbija.gov.rs/view_file.php?file_id=2148&cache=sr

creativity. In the period of the Covid-19 pandemic, the need for the development of work skills, organization of meetings and teamwork at a distance was also recognized.

Managerial training is a thematic area for which the need to update the content has been expressed. Annual report on the implementation of the Action Plan for the implementation of the Public Administration Reform Strategy for the period 2018-2020 recommends the improvement of the Training Program for Managers in State Bodies in the Field of Management Responsibility and Risk Management. Also, it is necessary to especially portray the content of training in the field of human resources management with indicators of the manifestation of behavioral competence Human resources management in accordance with the Regulation on determining competencies for the work of civil servants. The need to develop online training on public policies in the program for current and future managers, instead of the current Basics of Public Policy Management and Legislative Process has been identified.

The introduction of **horizontal issues** in training programs for civil servants has been recognized as a priority in the coming period. In this regard, it is necessary to incorporate issues of anti-discrimination and civil society participation into the content of relevant training programs.

* * *

The latest Annual Report on the implementation of the Action Plan for the implementation of the Public Administration Reform Strategy for the period 2018-2020. defines as a priority popularization of departures / attending trainings in local self-government, as well as more frequent consultations with representatives of local self-government regarding the necessary trainings.

Trainings of **newly hired officials at the local level** should be harmonized with the newly adopted Regulation on the state professional exam.

The **application of regulations** is a thematic area for which the greatest need has been expressed within the conducted research of organizational needs in local self-government units. The most sought-after training is the General Administrative Procedure, which was expressed by almost 2,500 officials. There is also a great need for development in the field of inspection supervision, but also the optimization of administrative procedures. E-inspector trainings as well as the Law on Misdemeanors have been recognized as new topics. In addition, the training of E-inspectors gained special importance, given that the new Rulebook for examinations for inspectors, which is expected to be adopted in the coming period, stipulates that a person who takes the exam for an inspector, before applying for the exam, attends this training program.

European integration is an area recognized by 48% of local governments as an area in need of development. The most necessary development is on the topics Introduction to the EU and European Union Law. The content of these trainings, as well as at the state level, needs to be revised.

The thematic area of **Personal development and skills** is recognized by as many as 89% of local self-government units as an area in which employees need development. The most sought after trainings are: Communication

Skills, Overcoming Stress, Teams and Teamwork and Conflict Resolution. New topics that respondents recognize as necessary are Assertive communication with clients and State Protocol with elements of business protocol. In the period of the Covid-19 pandemic, the need for the development of work skills, organization of meetings and teamwork at a distance was also recognized.

The **Development of digital competencies**, as well as the state one, is assessed as extremely necessary. The greatest need was expressed for basic training within the MS Office software package. Also, trainings Electronic document, electronic identification and services of trust in electronic business and Establishment of electronic services, as well as data opening, are very much needed.

The training of lecturers is also very important, in order to develop the internal capacities of the administration for the implementation of trainings. The most sought after is the basic level of training, as well as specialized workshops for the development of advanced coaching skills.

The development of language competencies is necessary in the vast majority of local self-government units. The most needed are higher levels of English with high priority, then lower levels of German and Serbian at level C1.

Good governance is an area for which there is a development need in almost all municipalities. The most pronounced need for training is E-government for more than 2,000 employees, then Protection of personal data and data secrecy, Introduction and implementation of the principles of good governance in the work of local self-government units and Improvement of administrative efficiency and effectiveness and services to citizens and the economy. Office operations, the Law on Archival Materials and Archival Activities, E-Government - Establishment of an Electronic Registry and Receipt and Processing of Applications from Notaries and Use of Databases were recognized as new topics.

In the field of **Planning in local self-government**, the most sought-after trainings are: Development and implementation of a development plan for a local self-government unit and Medium-term planning in local self-government. The implementation of the Law on Planning and Construction, Strategic Risk Management and Monitoring of Strategic Documents stand out as new topics.

In the area of **Management of the normative process and regulation of the work of bodies and services of the local self-government unit**, the greatest need exists for training Management of normative processes and drafting of legal acts of local self-government. Additional topics that have been highlighted include improving the work of services for keeping records of personal status of citizens (registrars) and Improving the work of employees in charge of updating the unified voter list.

Training in the area of **Local Self-Government Financial Management** is recognized as necessary in almost all local government units. The most necessary trainings are the Program Budget of Local Self-Government and Public Procurement in Local Self-Government, with high priority. New topics that have been identified are trainings for the Application of the Law on Fees for the Use of Public Goods, Application of the Law on Property, Application of the New Law on Budget System, Use of the E-Portal of Public Procurement, Financial Accounting Software, Compulsory Collection of Public Revenues, Application of the Law on Taxes on property as well as

the implementation of the Regulation on criteria for determining activities that affect the environment that arises from the performance of activities and the amount of fees.

In the area of **Local development and investments in local self-government**, the most sought-after trainings are Basics of Local Economic Development and Attracting and Managing Investments. Also, the necessity of introducing a new topic related to the application of the Bankruptcy Law, as well as training for practical work in the Central Information System of eTourists, is emphasized.

Trainings in the field of **Project Management** are especially important. Project cycle management and sources of project financing, Preparation of project proposals according to the procedures of the European Union and Implementation of projects in accordance with EU procedures are particularly prominent topics. Project evaluation is presented as a new topic.

Human resources management is one of the most sought after thematic areas. The most sought-after training is Labor relations of employees in local self-government. Also, a very large number of employees recognize the need for development on the topics of Appraisal of employees in local self-government units and career development and Application of the system of salaries of employees and employees in local self-government units.

In addition, the respondents estimate that they need development in the field of Misdemeanor and criminal proceedings in civil service relations.

Development in the field of **Realization, protection and promotion of human and minority rights** is necessary for more than half of the employees in local self-government units. The topics Protection against discrimination before the bodies of local self-government units and Gender equality in local self-government are the most sought after. The highest priority is the realization of training for the implementation of the Law on Free Legal Aid.

In the area of **Performing and developing communal activities**, the greatest need exists for development on the topic of Application of the Law on Public Enterprises and the Law on Communal Activities.

Housing and housing support is also recognized as needed in most LGUs. Training Housing and building maintenance is required by most employees.

Social activities in local self-government is a thematic area within which the most necessary training is in the field of public services and social protection in local self-government.

Development in the field of **Environmental protection** is necessary in most local self-government units with a very high priority. Environmental protection planning and management in local self-government is the most sought-after training. New topics of interest are the determination of the environmental tax, the implementation of the Law on Air Protection, training for chemical advisors, noise protection, protection of biodiversity and natural resources and reporting in the field of environmental protection.

The thematic area ***Agriculture and Rural Development*** is of interest in about half of the local self-government units. Training Rural development planning and programming is most in demand. Respondents cite the issuance of state agricultural land and agroecology and waste management in agriculture as new topics of interest.

Municipal property management is a thematic area that is the focus of almost all local self-government units. Public property management in LGUs is a high priority topic that is the most sought after. The most sought-after new topic is certainly the application of the Law on Enforcement and Security.

Development in the field of ***Security in the local community*** is needed in about half of the local self-government units. The most necessary development is in the field of application of the Law on Communal Militia. Respondents cite emergency management, defense planning and fire protection as new topics.

The area of ***Inspection Supervision*** is recognized by as many as two thirds of local self-government units as an area in which officials need development. Training for communal inspection is most needed, while training for other inspections is somewhat less in demand. Cooperation of local self-government units in performing inspection supervision with other bodies, holders of public authorizations and legal and natural persons is also a topic of great interest. The most desirable ways of realization are training and seminar. Traffic, construction, sports inspection, tourism, environmental, administrative and urban inspection were highlighted as new topics in need of development. Bearing in mind that the Sectoral Program of Continuing Professional Development of LGU Employees includes development in the domain of original competencies of LGUs, these topics should be the subject of consideration of sector-specific programs adopted by individual state bodies.

Less than half of local self-governments recognize ***International cooperation of local self-governments*** as an area of development of their employees. The only topic within this area, the establishment and development of international cooperation between cities and municipalities and sources of funding, is extremely sought after, but with low priority.

Training of managers is especially important in most LGUs and the most important topics respondents recognize the development of e - government and good governance. As additional topics, respondents cite the Establishment of an electronic database for all employees and Better identification and collection of local public revenues.

These thematic areas and trainings within them will be the subject of program development in the coming period, in addition, special emphasis should be placed on the development of online training.

ATTACHMENTS

Organizational needs for professional development of state bodies

Organizational needs for professional development of local self-government units

Meetings held with relevant stakeholders within the consultation process in order to analyze the needs for professional development

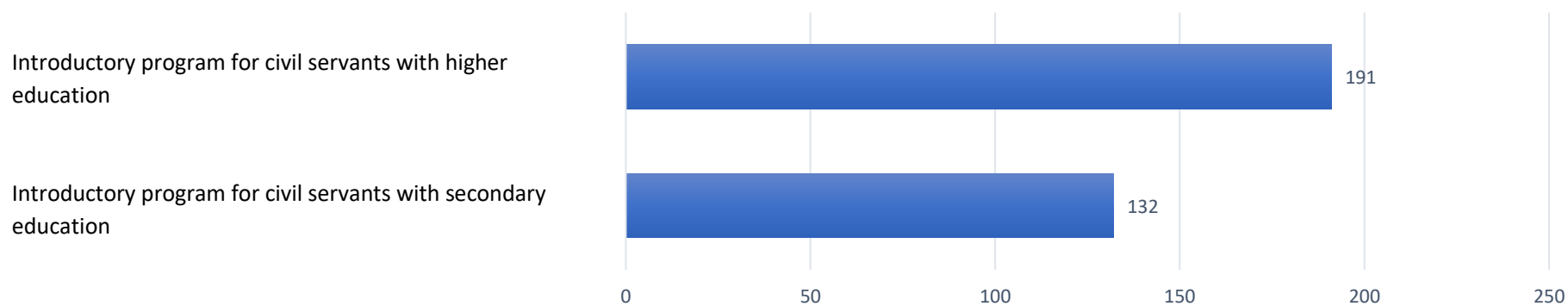
STARTING POINTS for the preparation of the General Training Program for Civil Servants, the Training Program for Managers in State Bodies, the General Training Program for Employees in Local Self-Government Units and the Training Program for Managers in Local Self-Government Units for 2021

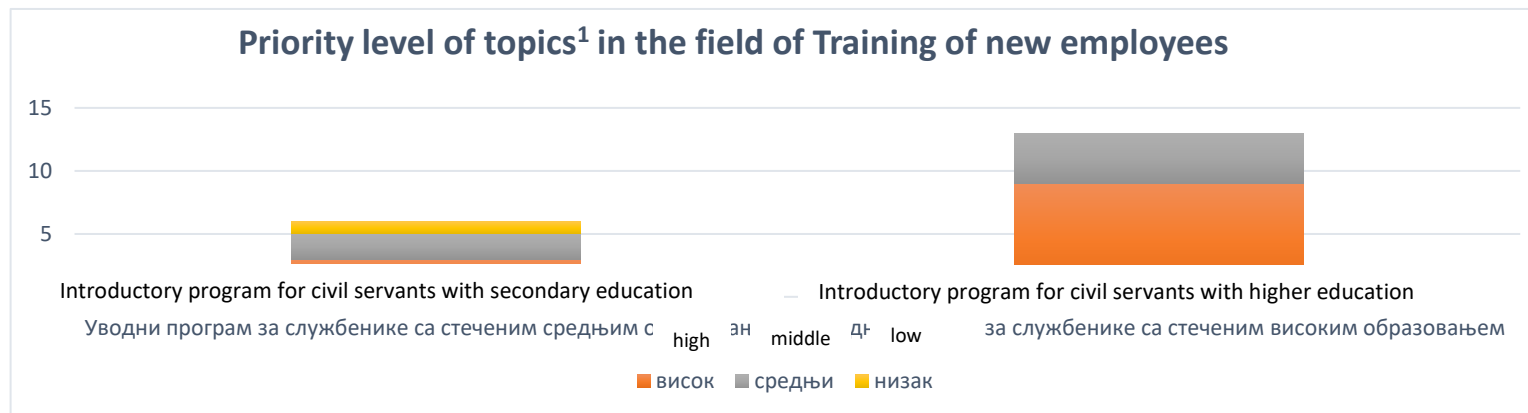
Methodology of implementation of horizontal issues in the program of professional development of civil servants

Organizational needs for professional development of state bodies

TRAINING OF NEW EMPLOYEES

Needs of civil servants for topics in the field of new employees





⁴⁷ The level of priority is the time period in which the realization of a certain training is necessary. A high level of priority represents the need to realize a certain topic in the next year; medium if realization is needed in the next 2-3 years, and low in the period longer than 3 years.

Introductory program for civil servants with secondary education



PUBLIC POLICIES – A CYCLE OF PUBLIC POLICIES FOR CIVIL SERVANTS

USE OF THE UNIFORM INFORMATION SYSTEM FOR PLANNING, MONITORING IMPLEMENTATION, COORDINATION OF PUBLIC POLICIES AND REPORTING

ACTION PLAN FOR THE IMPLEMENTATION OF GOVERNMENT PROGRAMS – THE PROCESS OF DEVELOPMENT, IMPLEMENTATION AND REPORTING



MEDIUM-TERM PLANNING

PUBLIC POLICIES – IMPLEMENTATION MONITORING AND EVALUATION

PUBLIC POLICIES – CREATING DOCUMENTS

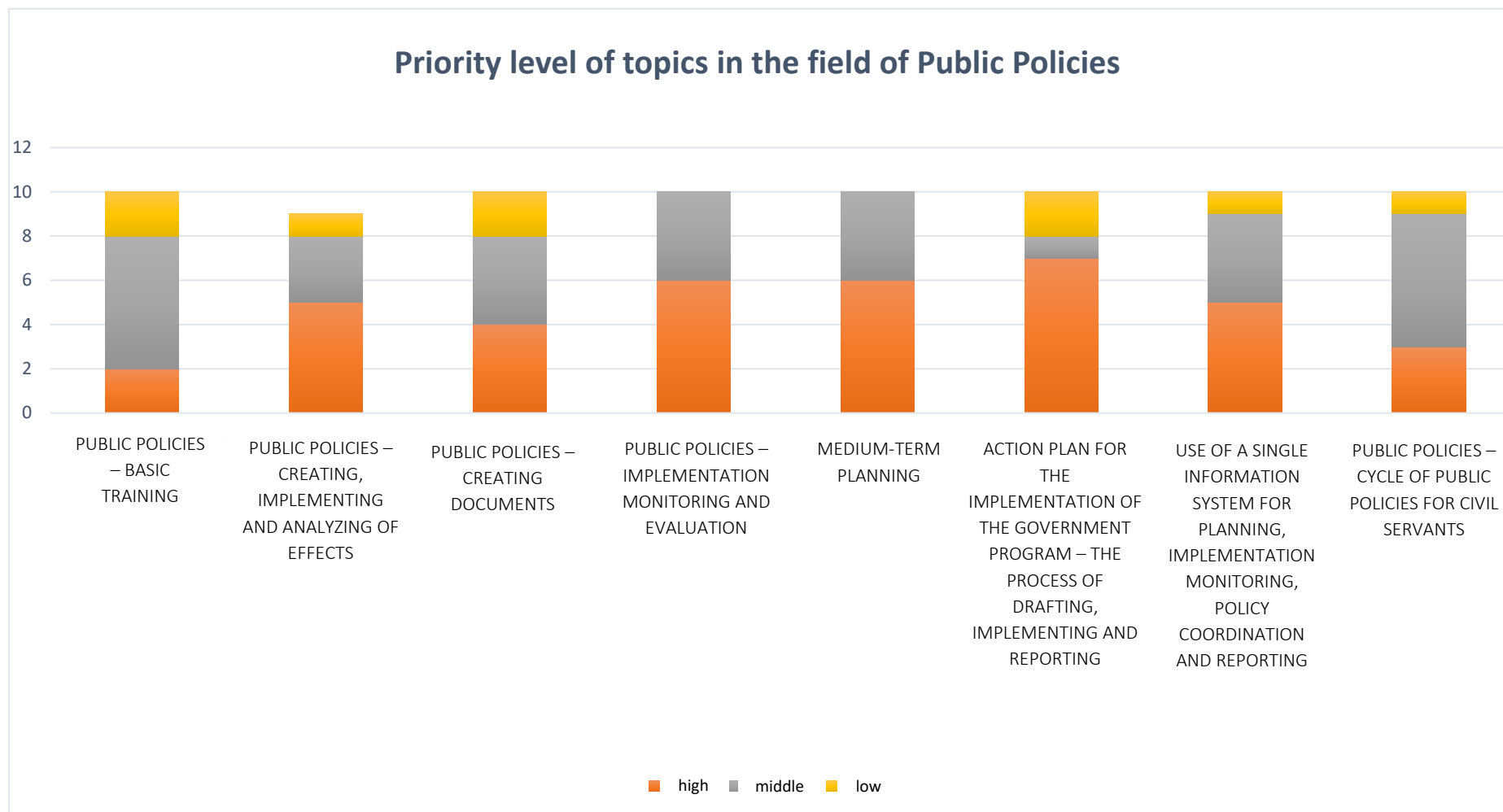
PUBLIC POLICIES – CREATION, IMPLEMENTATION AND ANALYSIS OF EFFECTS

PUBLIC POLICIES – BASIC TRAINING

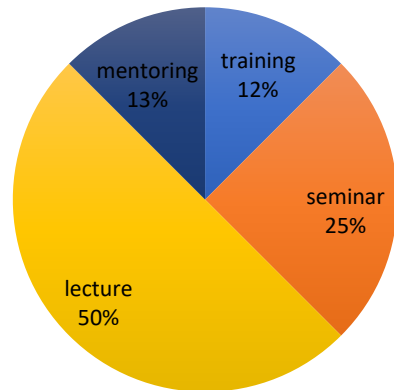
Introductory program for civil servants with higher education



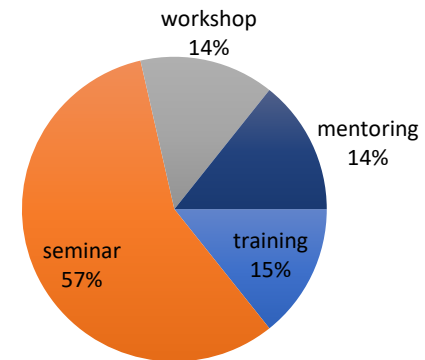
PUBLIC POLICIES



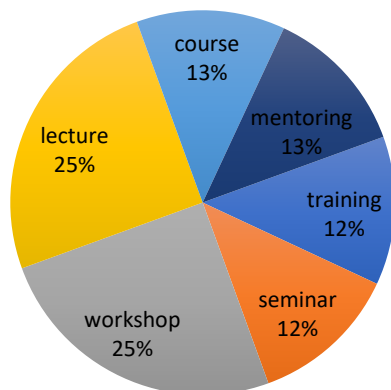
PUBLIC POLICIES - BASIC TRAINING



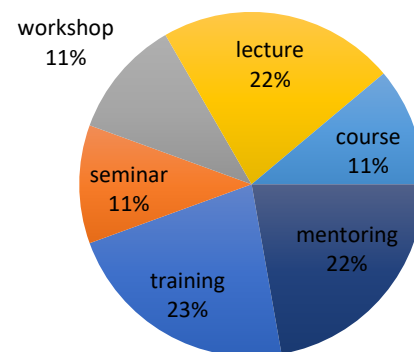
PUBLIC POLICIES - CREATION, IMPLEMENTATION AND ANALYSIS OF EFFECTS



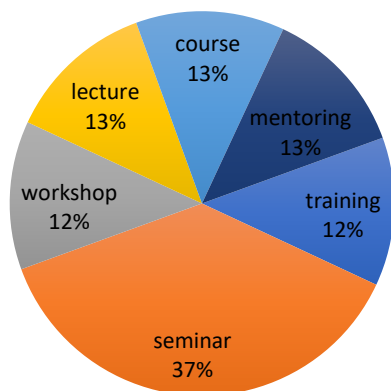
PUBLIC POLICIES - DOCUMENTS MAKING



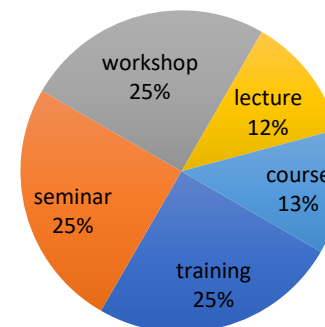
PUBLIC POLICIES - IMPLEMENTATION MONITORING AND EVALUATION



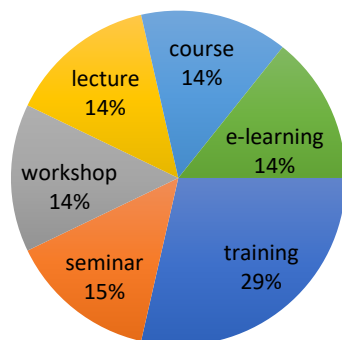
MEDIUM-TERM PLANNING



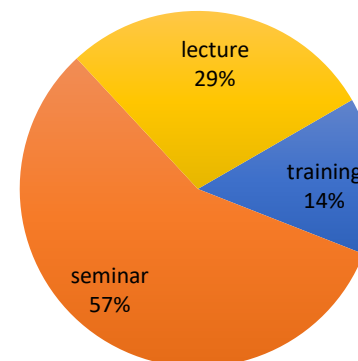
ACTION PLAN FOR THE IMPLEMENTATION OF GOVERNMENT PROGRAMS - THE PROCESS OF DEVELOPMENT, IMPLEMENTATION AND REPORTING



USE OF A SINGLE INFORMATION SYSTEM FOR PLANNING, IMPLEMENTATION MONITORING, POLICY COORDINATION AND REPORTING

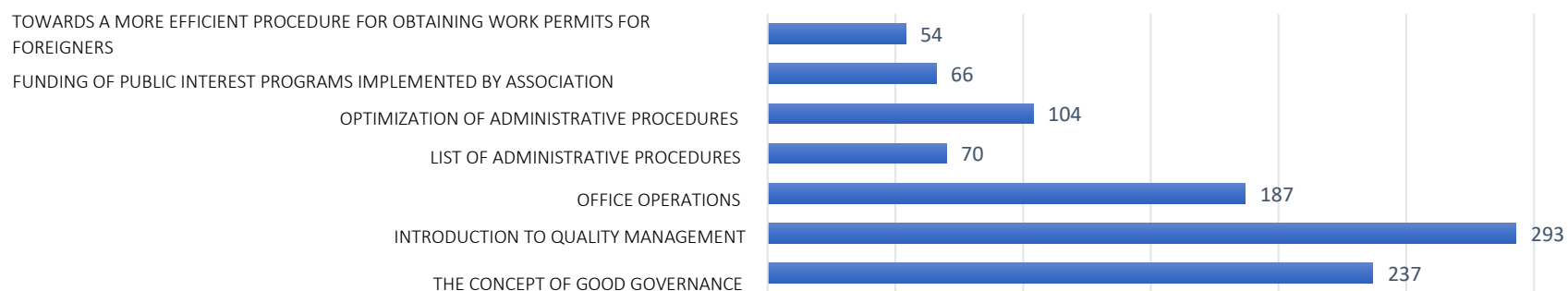


PUBLIC POLICIES - A CYCLE OF PUBLIC POLICIES FOR CIVIL SERVANTS

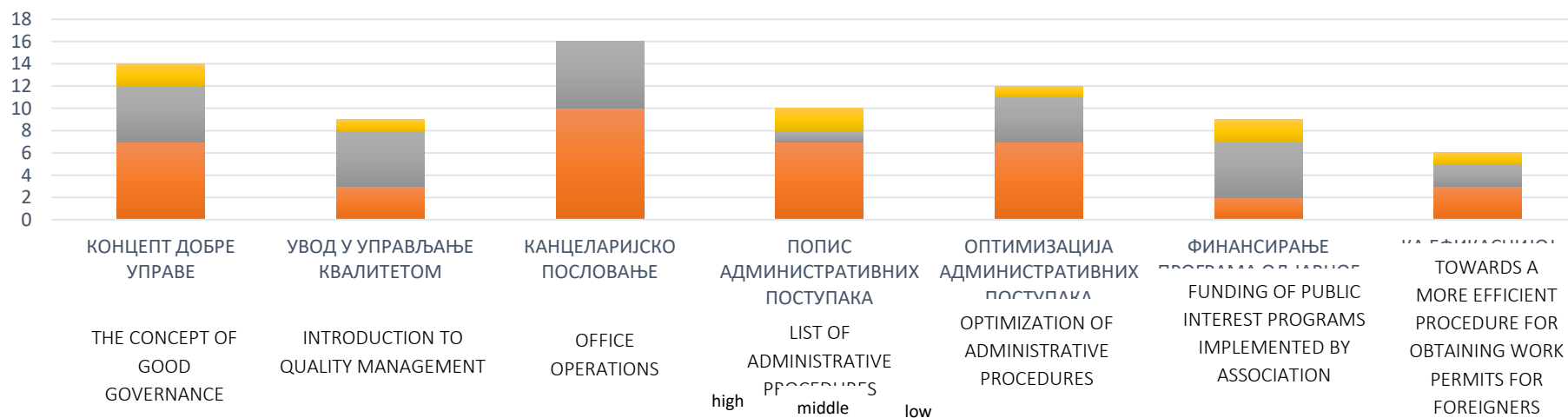


ADMINISTRATION IN THE SERVICE OF CITIZENS

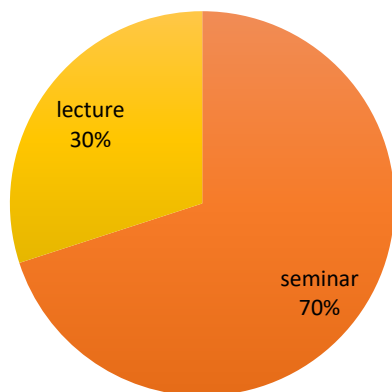
Needs of civil servants for topics in the field of Administration in the service of citizens



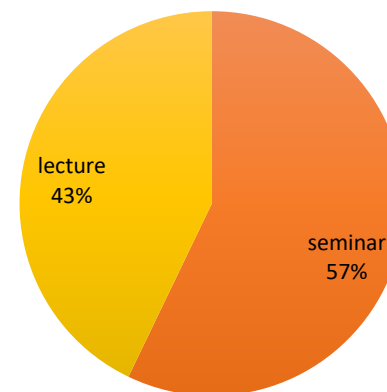
Priority level of topics in the field of Administration in the service of citizens



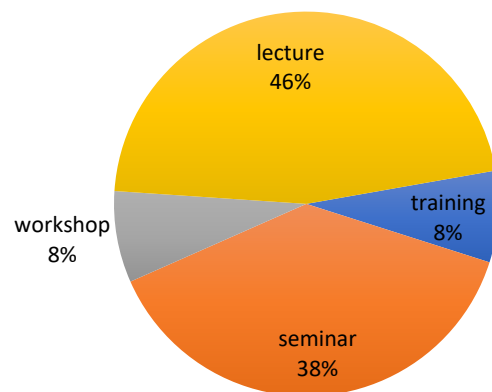
THE CONCEPT OF GOOD GOVERNANCE



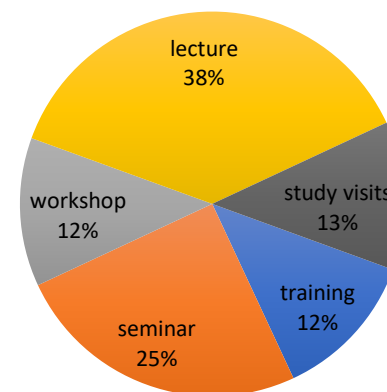
INTRODUCTION TO QUALITY MANAGEMENT



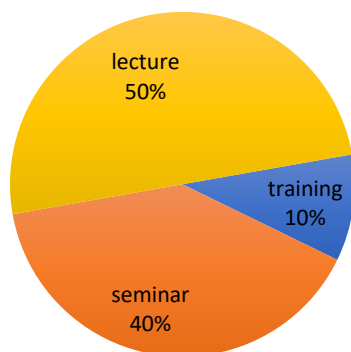
OFFICE OPERATIONS



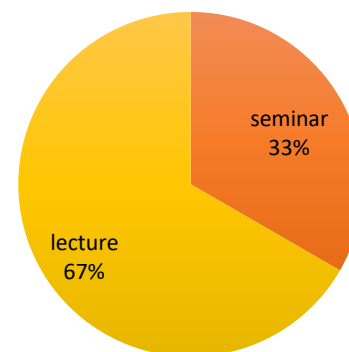
LIST OF ADMINISTRATIVE PROCEDURES



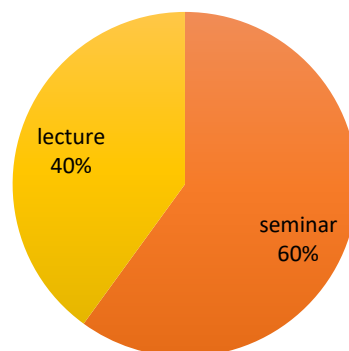
OPTIMIZATION OF ADMINISTRATIVE PROCEDURES



FINANCING PROGRAMS OF PUBLIC INTEREST IMPLEMENTED BY CITIZENS' ASSOCIATIONS



TOWARDS A MORE EFFICIENT PROCEDURE FOR OBTAINING WORK PERMITS

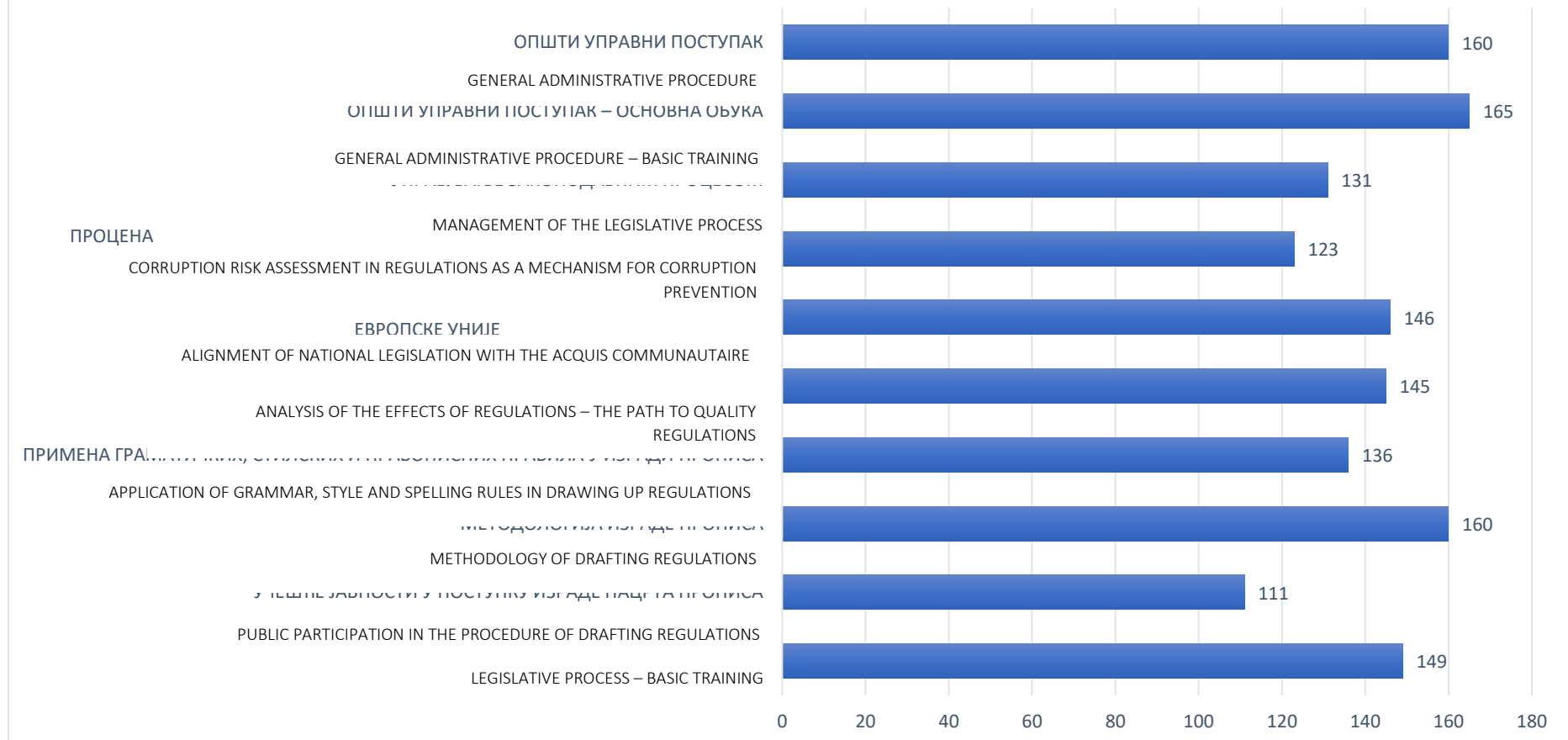




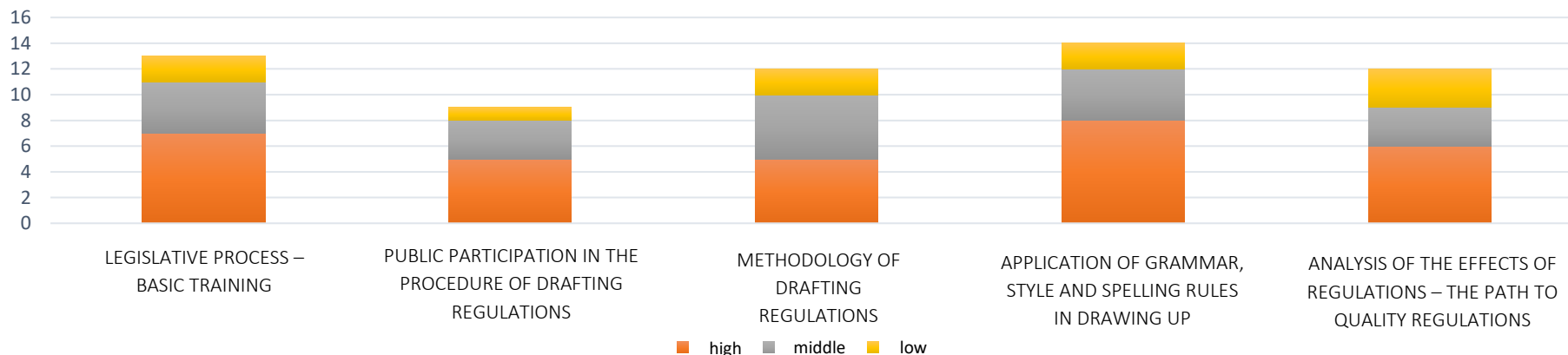
НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

LEGISLATIVE PROCESS MANAGEMENT AND ADMINISTRATIVE ACTS

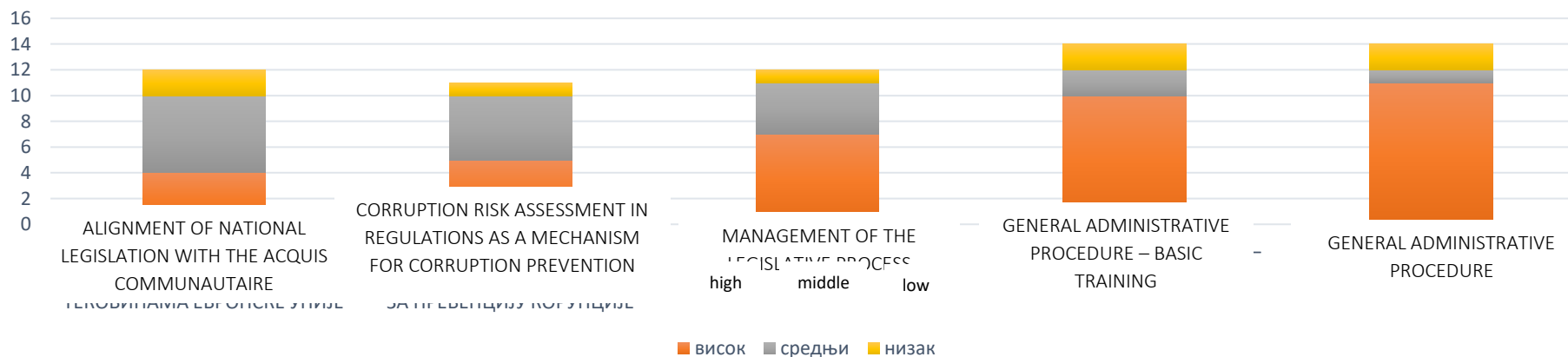
Needs of civil servants for topics in the field of Legislative Process Management and Administrative Acts



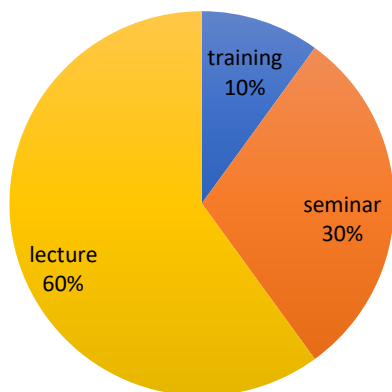
Priority level of topics in the area of Legislative Process Management and Administrative Acts (1)



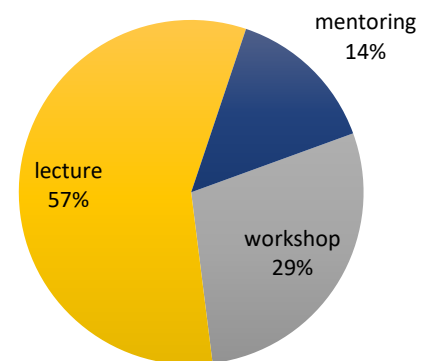
Priority level of topics in the area of Legislative Process Management and Administrative Acts (2)



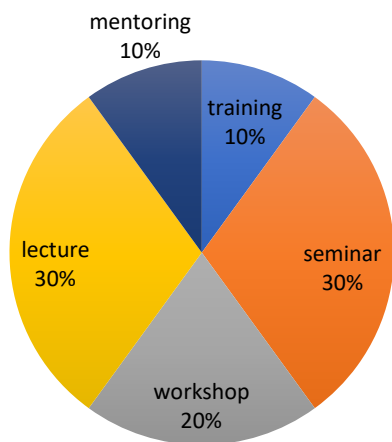
LEGISLATIVE PROCESS - BASIC TRAINING



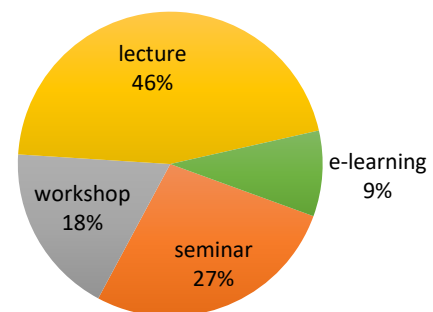
PUBLIC PARTICIPATION IN THE PROCESS OF DRAFTING REGULATIONS



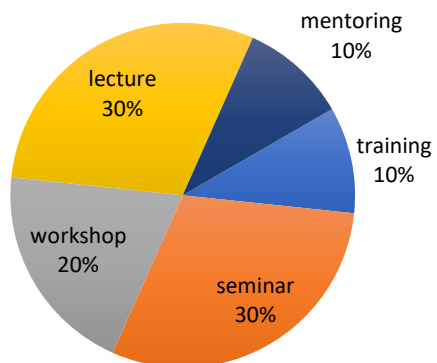
METHODOLOGY OF DRAFTING REGULATIONS



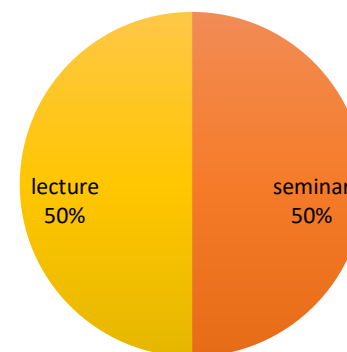
APPLICATION OF GRAMMATICAL, STYLISTIC AND SPELLING RULES IN DRAFTING REGULATIONS



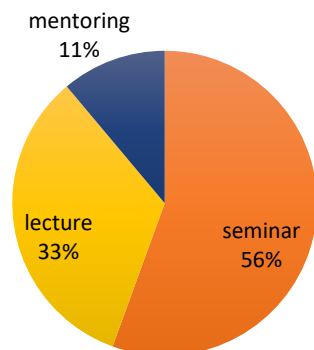
ANALYSIS OF THE EFFECT OF REGULATIONS - THE PATH TO QUALITY REGULATIONS



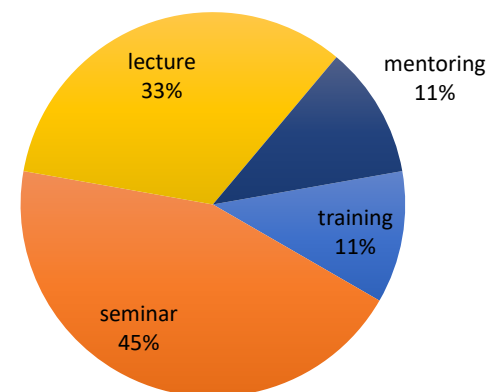
ALIGNMENT OF NATIONAL LEGISLATION WITH THE ACQUIS COMMUNAUTAIRE



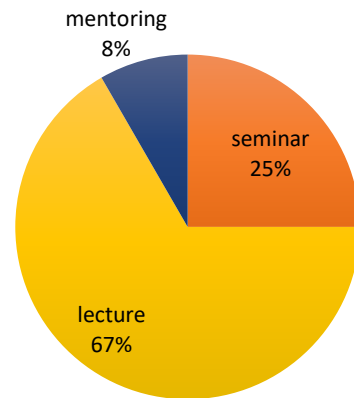
CORRUPTION RISK ASSESSMENT IN REGULATIONS AS A MECHANISM IN CORRUPTION PREVENTION



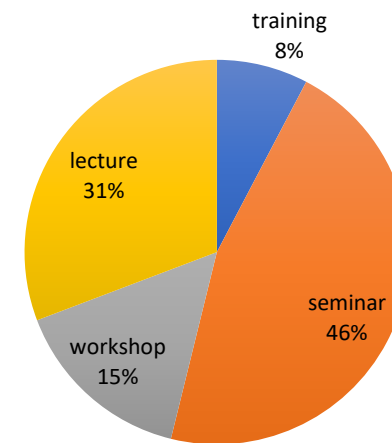
MANAGEMENT OF THE LEGISLATIVE PROCESS



GENERAL ADMINISTRATIVE PROCEDURE - BASIC TRAINING

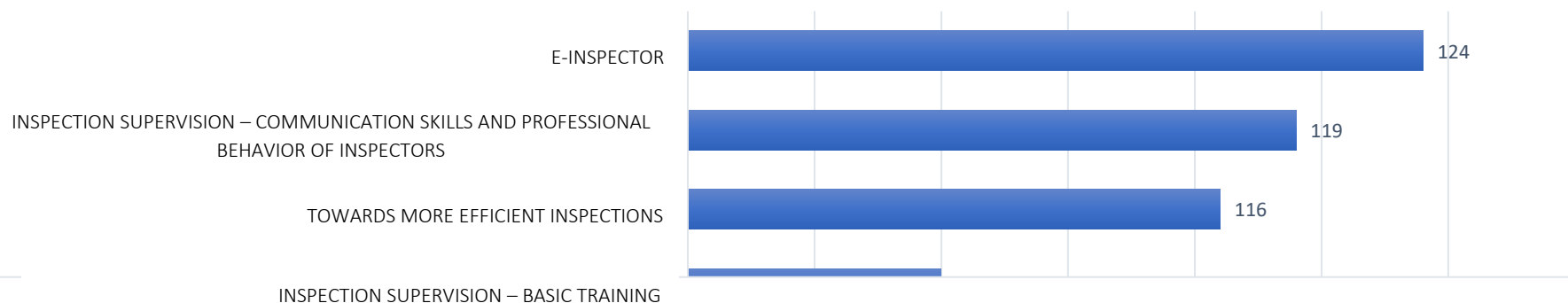


GENERAL ADMINISTRATIVE PROCEDURE

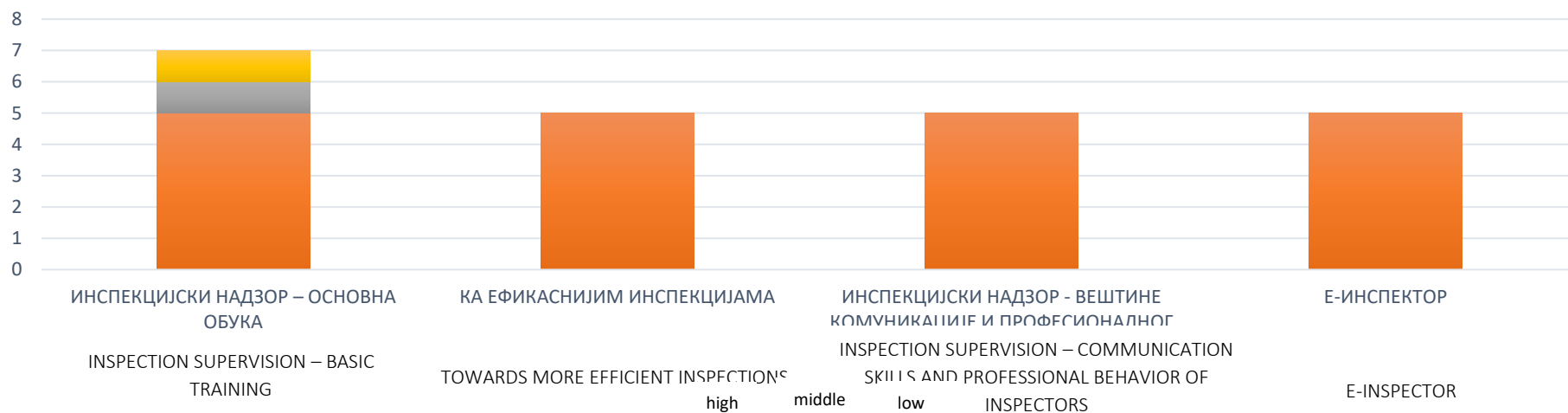


INSPECTION SUPERVISION

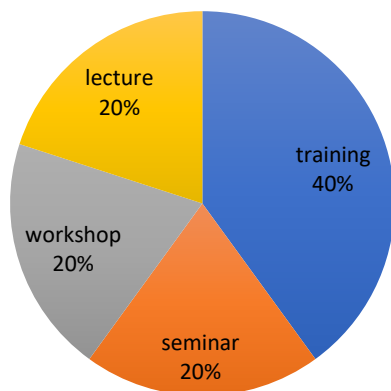
Needs of civil servants for topics in the field of Inspection supervision



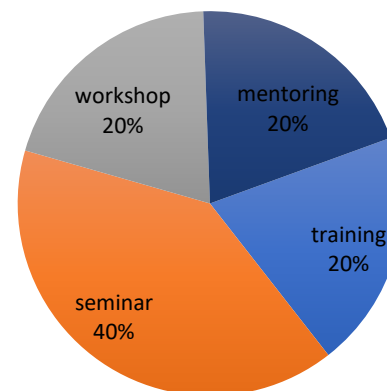
Priority level of topics from the field of Inspection supervision



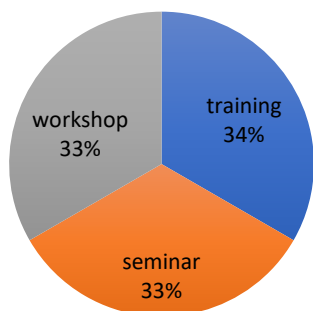
INSPECTION SUPERVISION - BASIC TRAINING



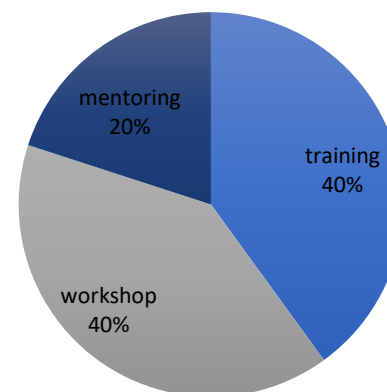
TOWARDS MORE EFFICIENT INSPECTIONS



INSPECTION SUPERVISION - COMMUNICATION SKILLS AND PROFESSIONAL BEHAVIOR OF INSPECTORS

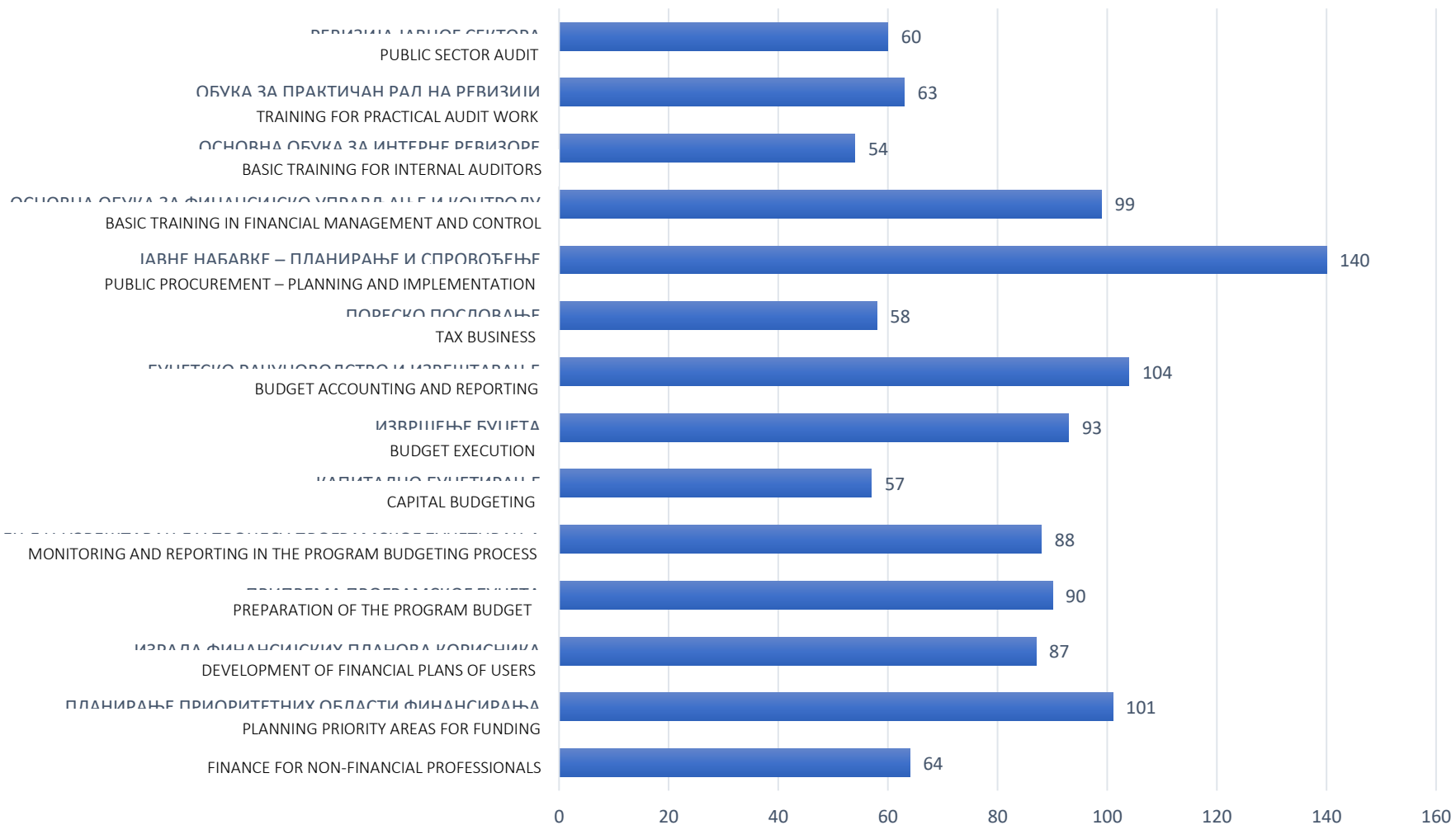


E-INSPECTOR

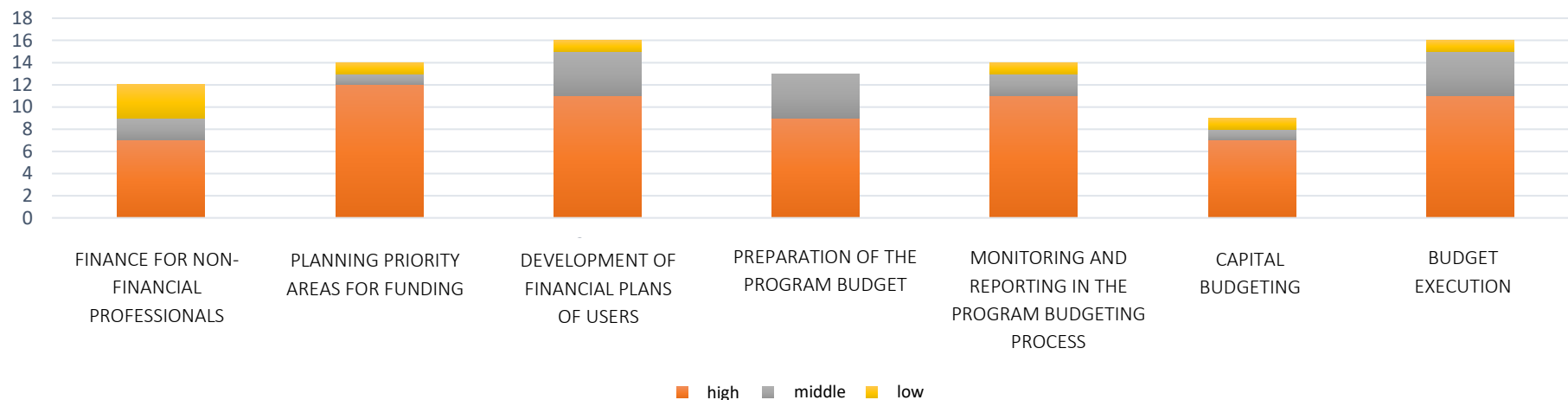


PUBLIC FINANCE

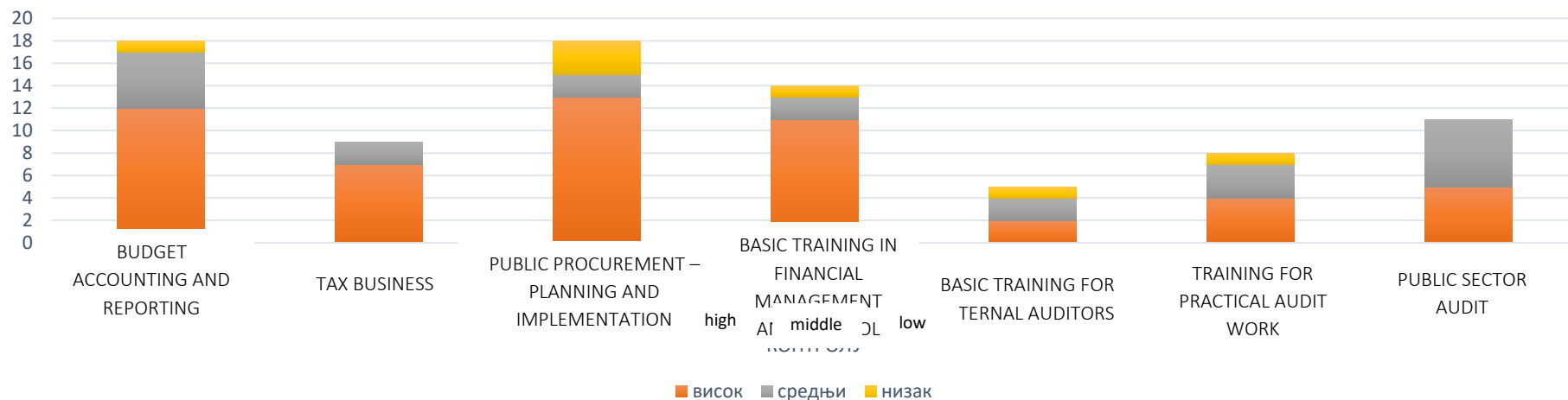
Needs of civil servants for topics in the field of Public finance



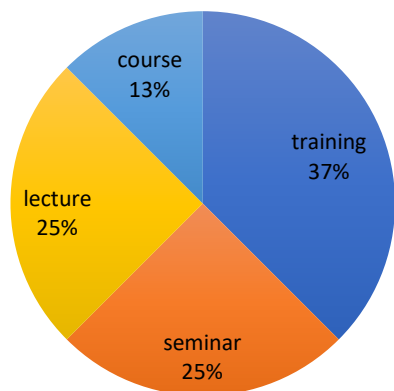
Priority level of topics for the area of Public Finance (1)



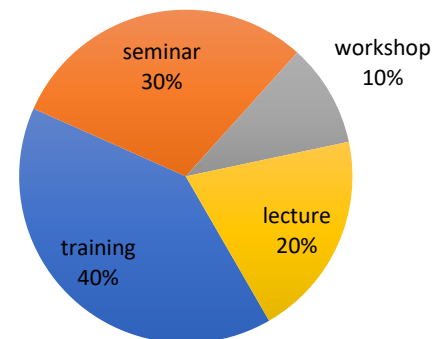
Priority level of topics for the area of Public Finance (2)



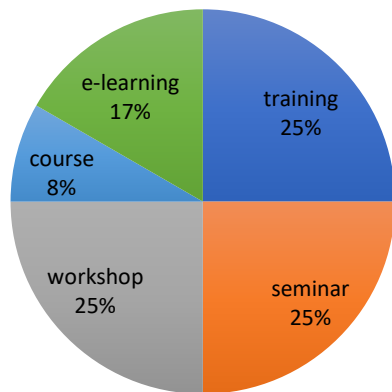
FINANCE FOR NON-FINANCIAL EXPERTS



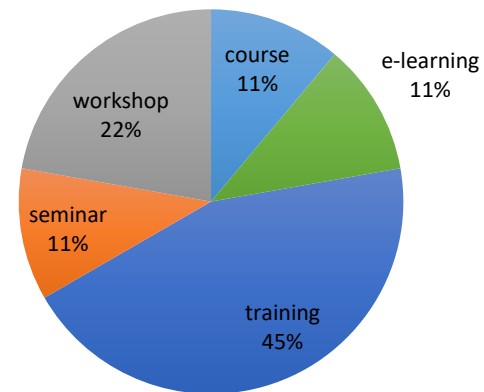
PLANNING OF PRIORITY AREAS OF FINANCING



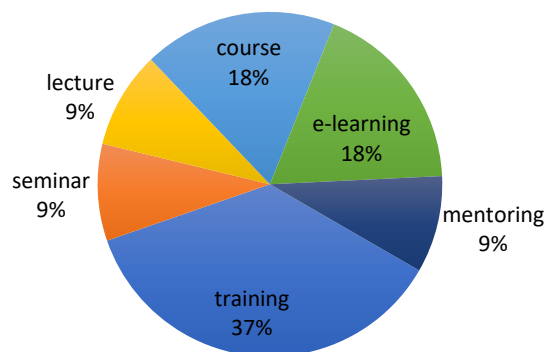
PREPARATION OF FINANCIAL PLANS OF USERS



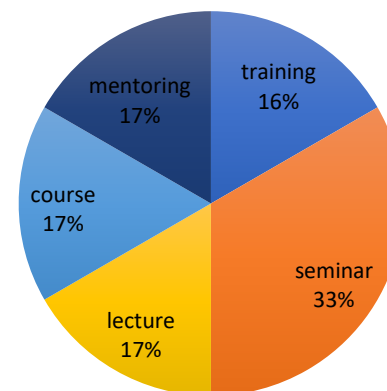
PREPARATION OF THE PROGRAM BUDGET



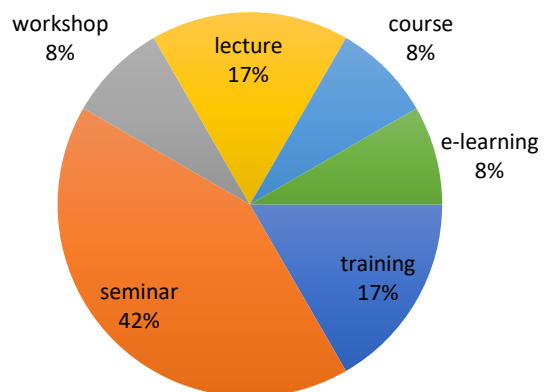
MONITORING AND REPORTING IN THE PROGRAM BUDGETING PROCESS



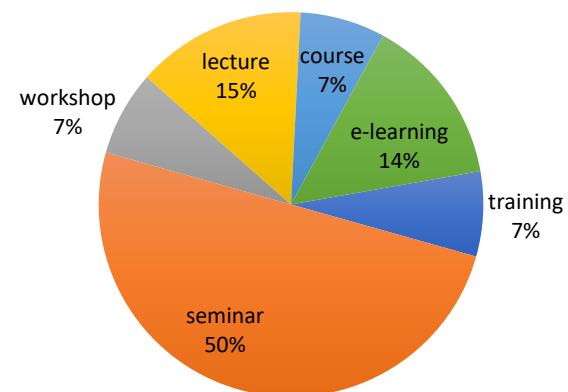
CAPITAL BUDGETING



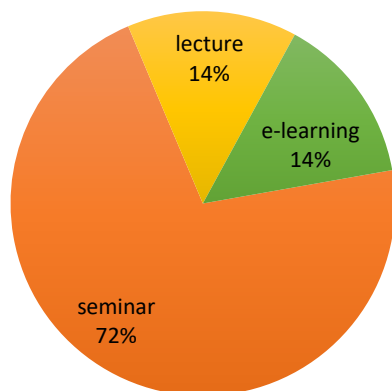
BUDGET EXECUTION



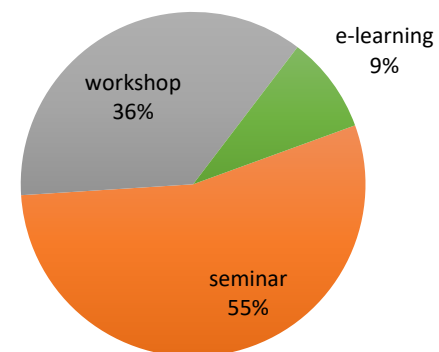
BUDGET ACCOUNTING AND REPORTING



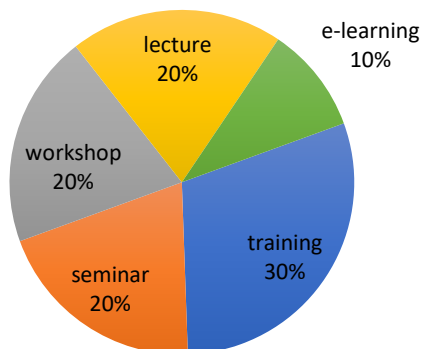
TAX BUSINESS



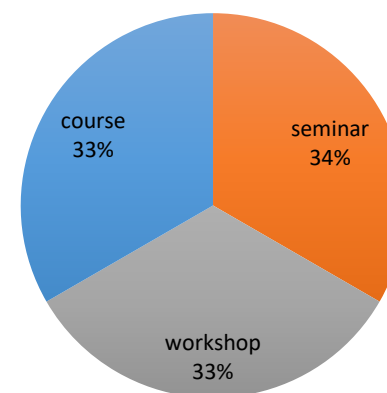
PUBLIC PROCUREMENT - PLANNING AND IMPLEMENTATION



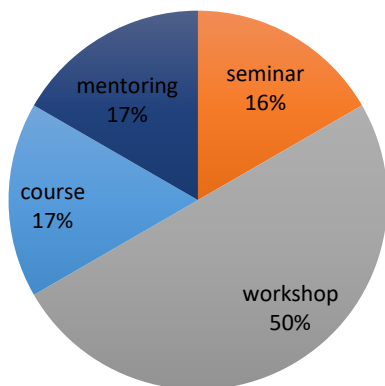
BASIC TRAINING IN FINANCIAL MANAGEMENT AND CONTROL



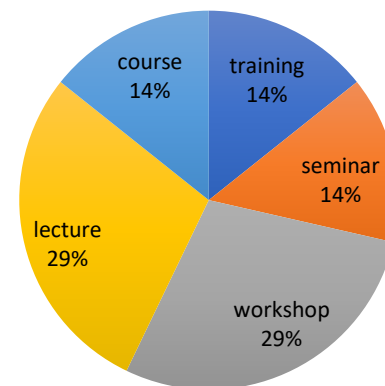
BASIC TRAINING FOR INTERNAL AUDITORS



TRAINING FOR PRACTICAL AUDIT WORK

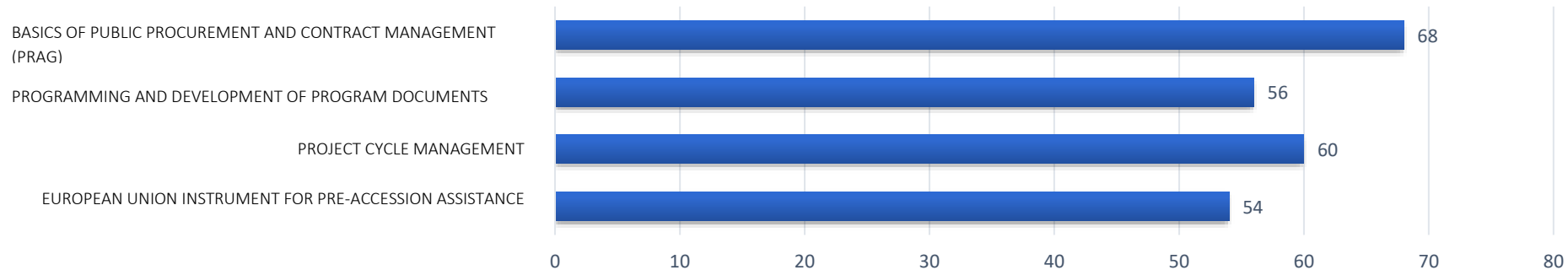


PUBLIC SECTOR AUDIT

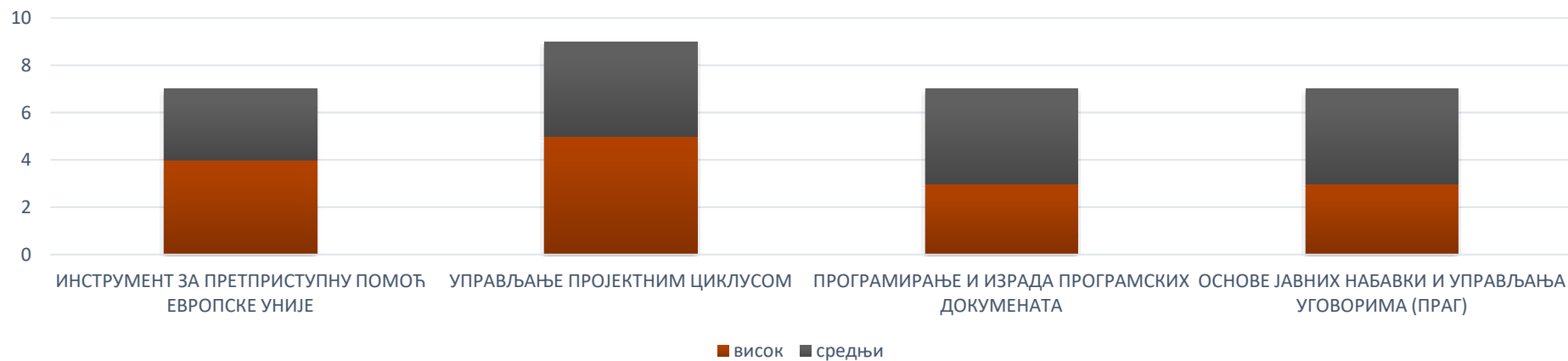


MANAGEMENT OF INTERNATIONAL DEVELOPMENT AID AND EU FUNDS

Needs of civil servants for topics from the Training Program for the unemployed in IPA structures



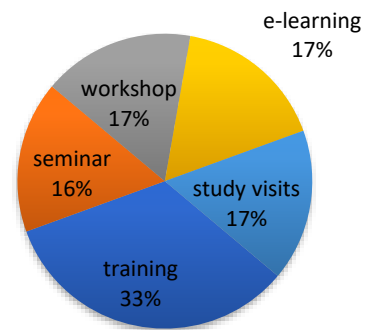
Priority level of topics from the Unemployment program in IPA structures



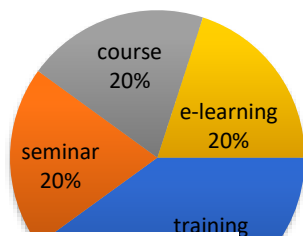
EUROPEAN UNION INSTRUMENT FOR PRE-ACCESSION ASSISTANCE



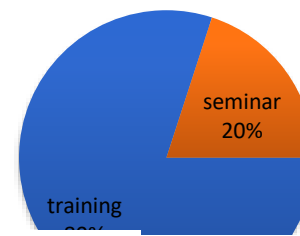
PROJECT CYCLE MANAGEMENT



PROGRAMMING AND DEVELOPMENT OF PROGRAM DOCUMENTS



BASICS OF PUBLIC PROCUREMENT AND CONTRACT MANAGEMENT (PRAG)



EUROPEAN UNION INSTRUMENT FOR PRE-ACCESSION ASSISTANCE

PROJECT CYCLE MANAGEMENT

PROGRAMMING AND DEVELOPMENT OF PROGRAM DOCUMENTS

BASICS OF PUBLIC PROCUREMENT AND CONTRACT MANAGEMENT (PRAG)

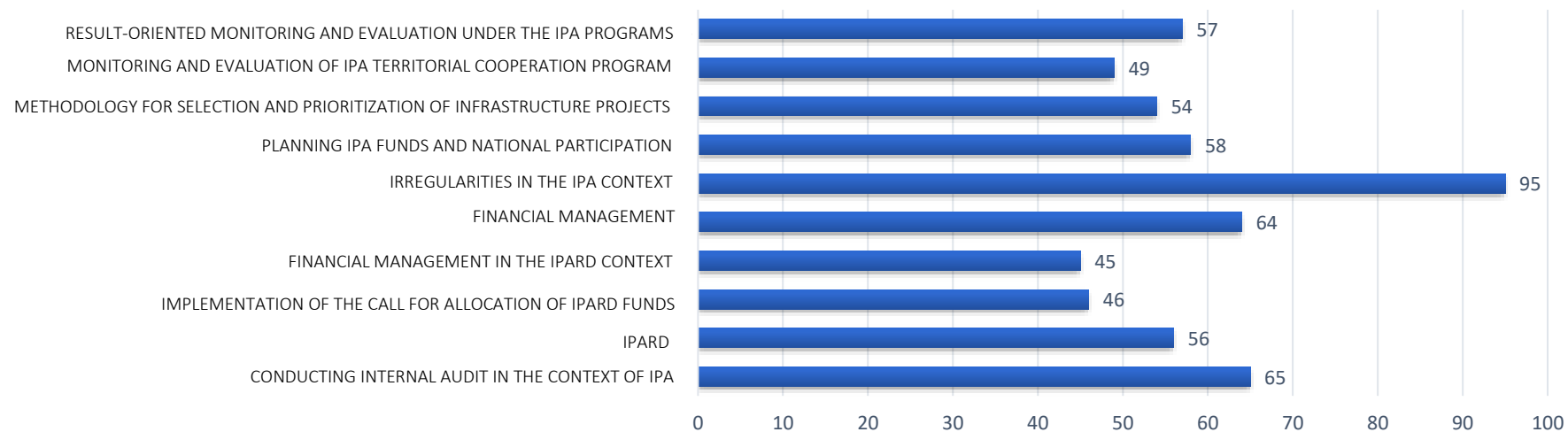
high

middle

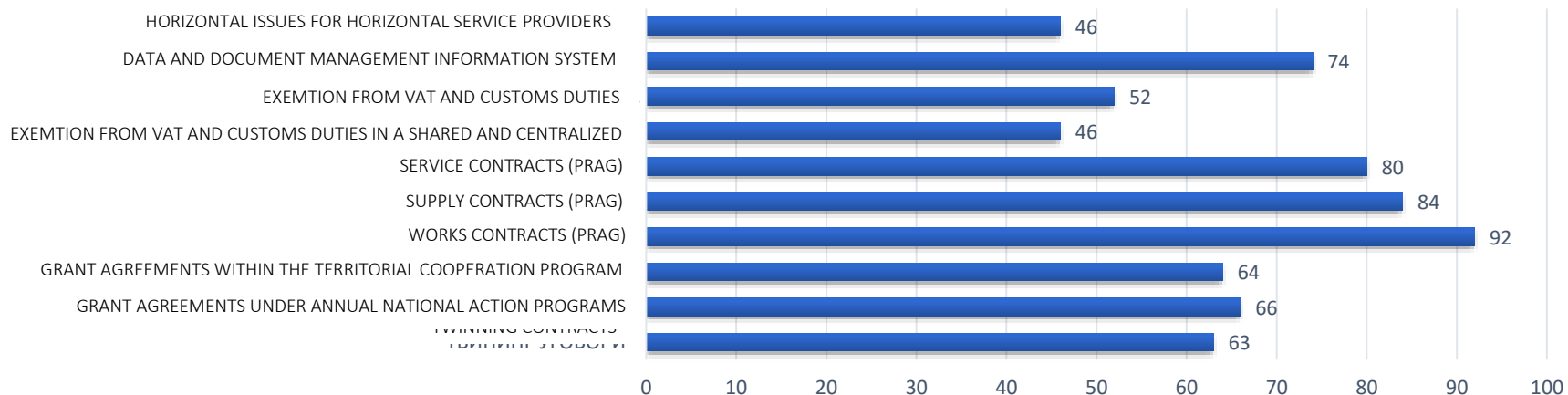


НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

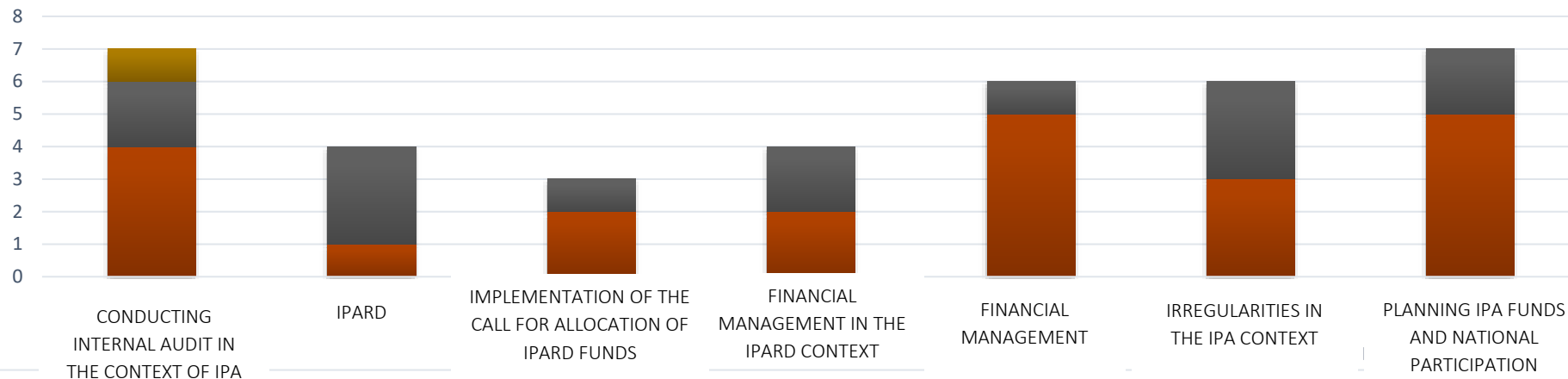
Needs of officers for topics from the Training Program for employees in project planning and implementation (1)



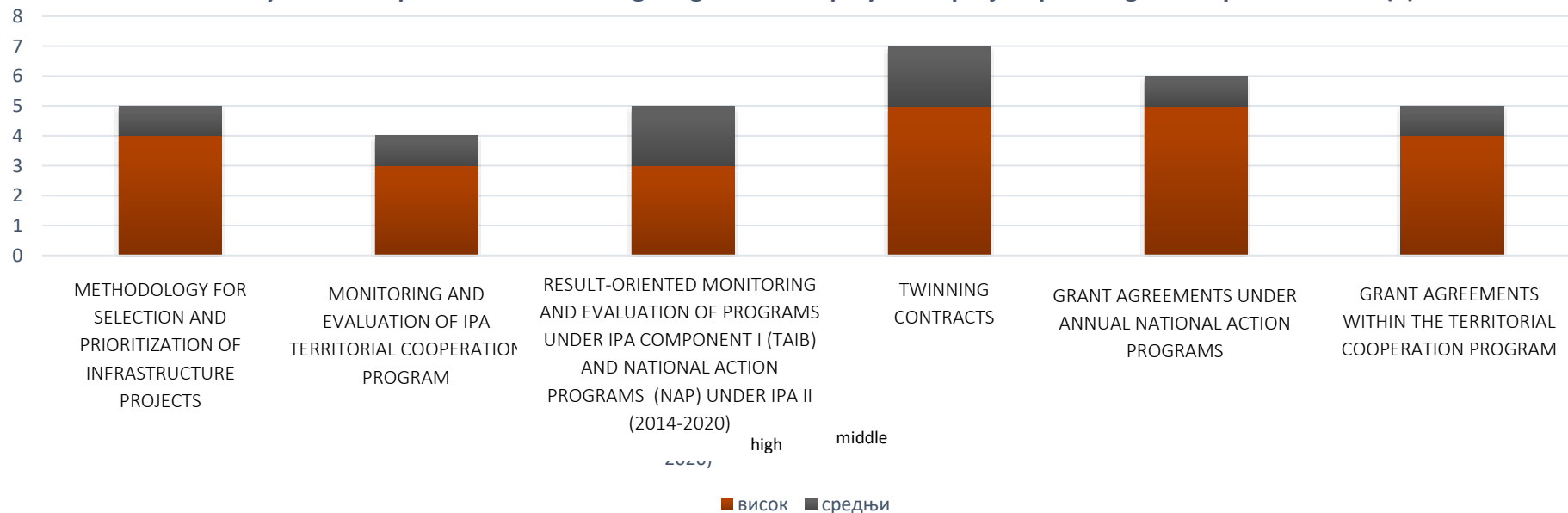
Needs of officers for topics from the Training Program for employees in project planning and implementation (2)



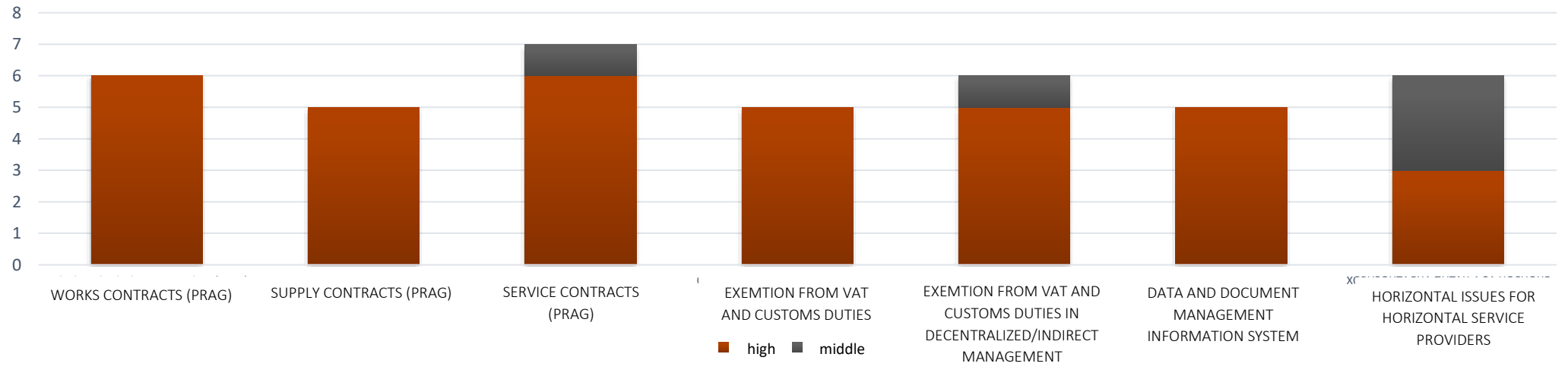
Priority level of topics from the Training Program for employees in project planning and implementation (1)



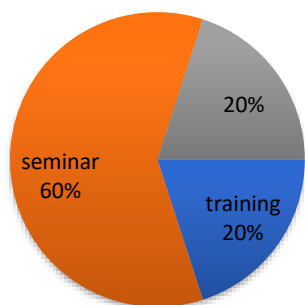
Priority level of topics from the Training Program for employees in project planning and implementation (2)



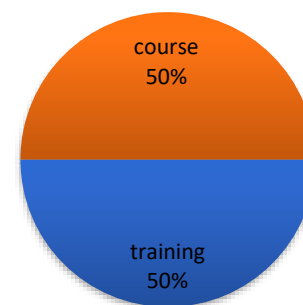
Priority level of topics from the Training Program for employees in project planning and implementation (3)



CONDUCTING INTERNAL AUDIT IN THE CONTEXT OF IPA



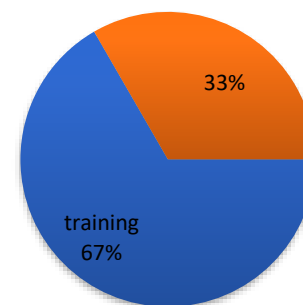
IPARD



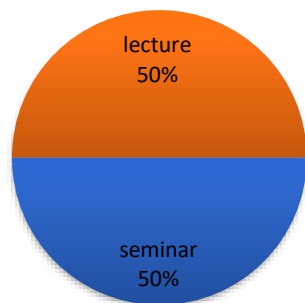
IMPLEMENTATION OF THE CALL FOR IPARD funds



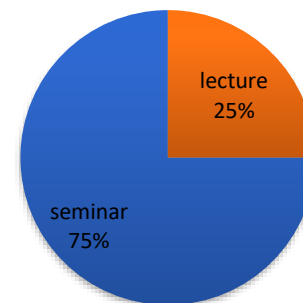
FINANCIAL MANAGEMENT IN THE IPARD CONTEXT



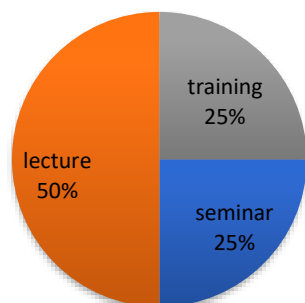
FINANCIAL MANAGEMENT



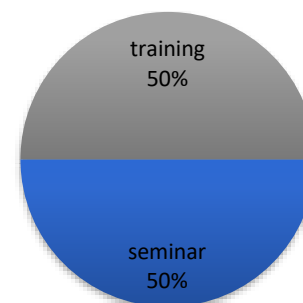
IRREGULARITIES IN THE IPA CONTEXT



PLANNING OF IPA FUNDS AND NATIONAL PARTICIPATION



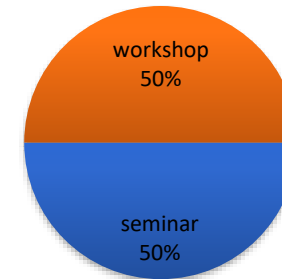
METHODOLOGY FOR SELECTION AND PRIORITIZATION OF INFRASTRUCTURE PROJECTS



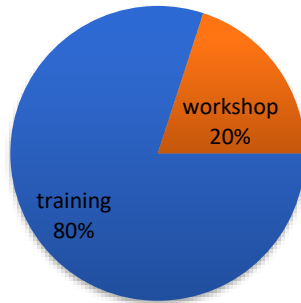
**MONITORING AND EVALUATION OF
THE IPA TERRITORIAL COOPERATION
PROGRAM**



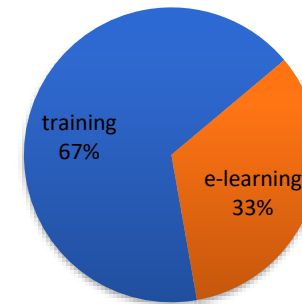
**RESULT-ORIENTED MONITORING AND EVALUATION OF IPA
COMPONENT I (TAIB) AND NATIONAL ACTION PROGRAMS
(NAP) UNDER IPA II (2014 - 2020)**



TWINNING CONTRACTS



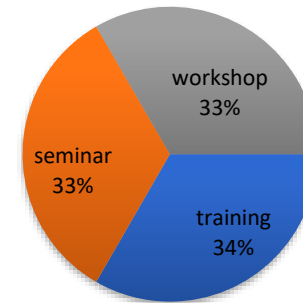
A DESIRABLE WAY TO IMPLEMENT THE TOPIC OF GRANT AGREEMENTS UNDER ANNUAL NATIONAL ACTION PROGRAMS



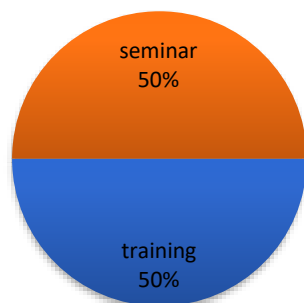
GRANT AGREEMENTS WITHIN THE TERRITORIAL COOPERATION PROGRAM



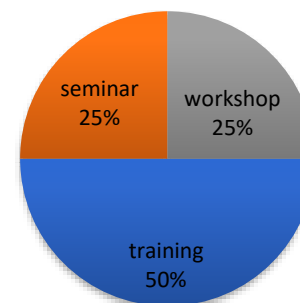
WORKS CONTRACTS (PRAG)



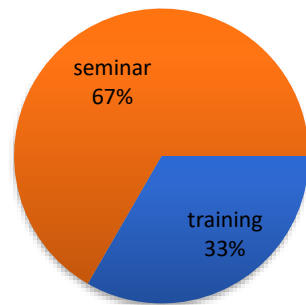
SUPPLY CONTRACTS (PRAG)



SERVICE CONTRACTS (PRAG)



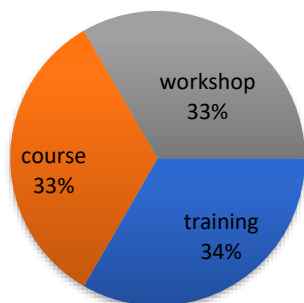
VAT AND CUSTOMS EXEMPTION IN DECENTRALIZED/INDIRECT MANAGEMENT



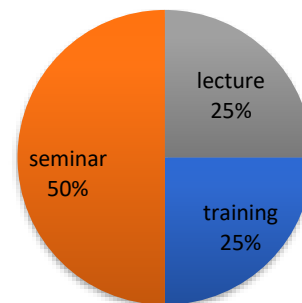
VAT AND CUSTOMS EXEMPTION IN DECENTRALIZED/INDIRECT MANAGEMENT



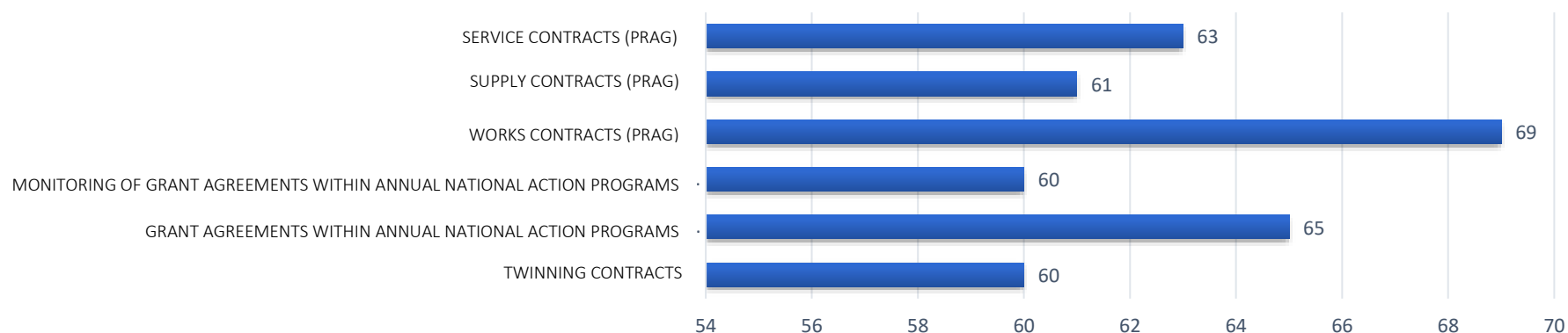
DATA AND DOCUMENT MANAGEMENT INFORMATION SYSTEM



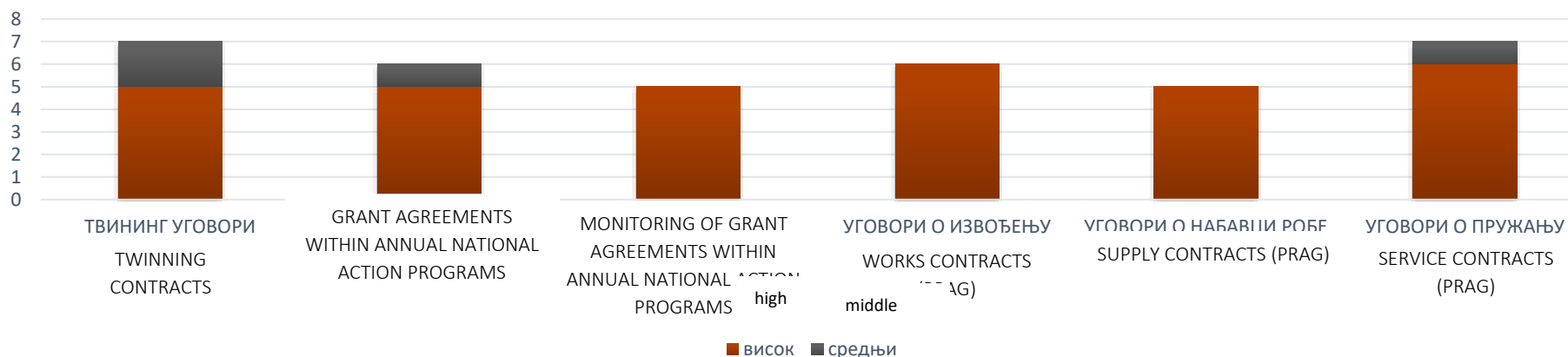
HORIZONTAL ISSUES FOR HORIZONTAL SERVICE PROVIDERS



Needs of officials for topics from the Training Program for employees in contracting and financing programs from EU funds



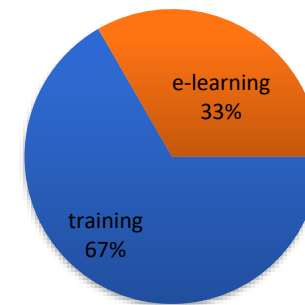
Priority level of topics from the Training Program for employees in contracting and financing programs from EU funds



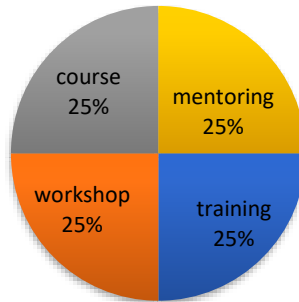
TWINNING CONTRACTS



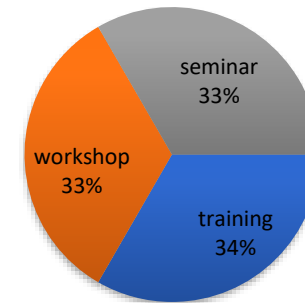
GRANT AGREEMENTS UNDER ANNUAL NATIONAL ACTION PROGRAMS



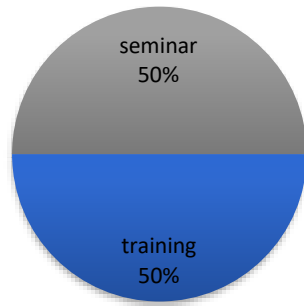
MONITORING OF GRANT AGREEMENTS WITHIN ANNUAL NATIONAL ACTION PROGRAMS



WORKS CONTRACTS (PRAG)



SUPPLY CONTRACTS (PRAG)

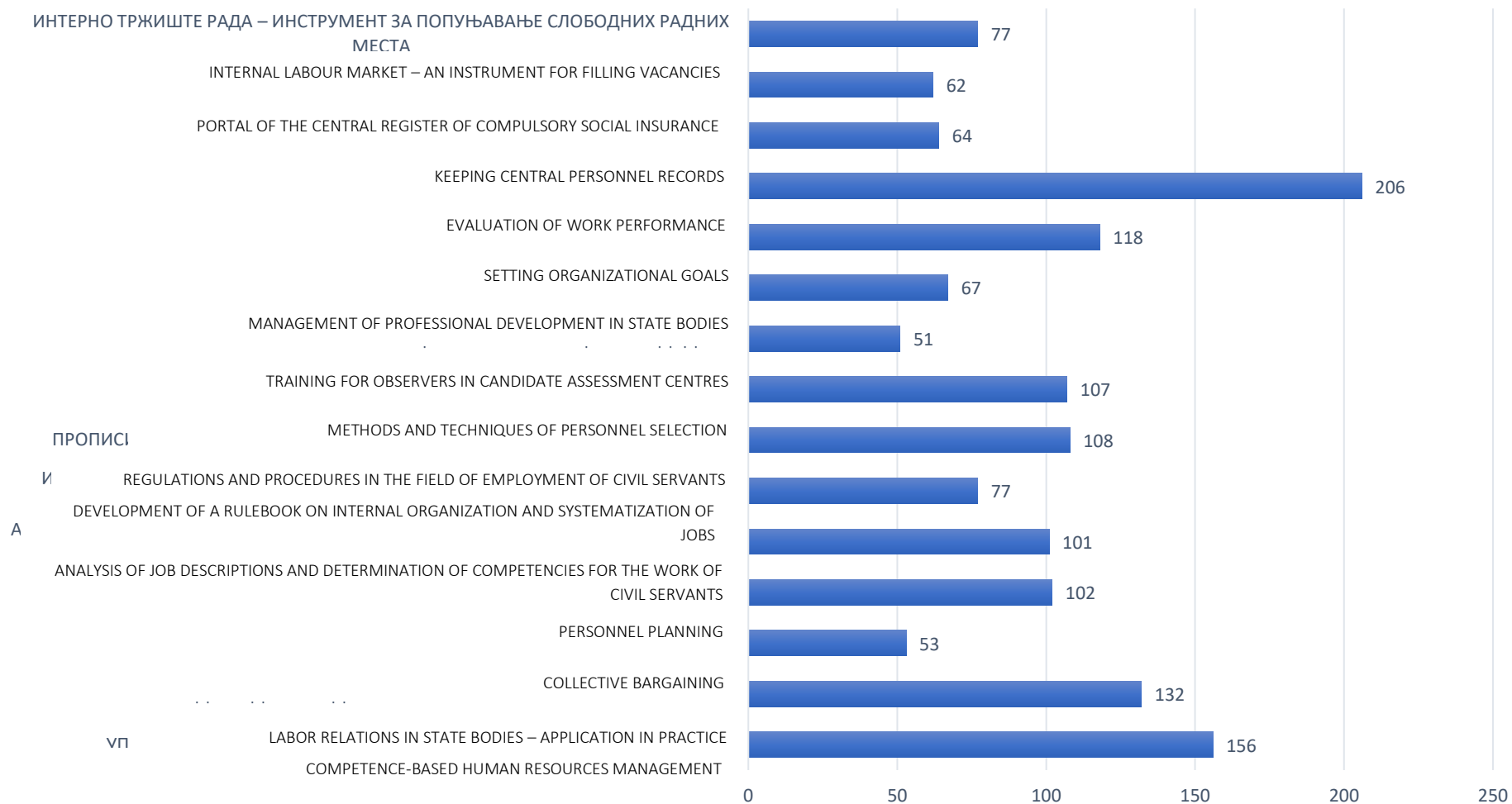


SERVICE CONTRACTS (PRAG)

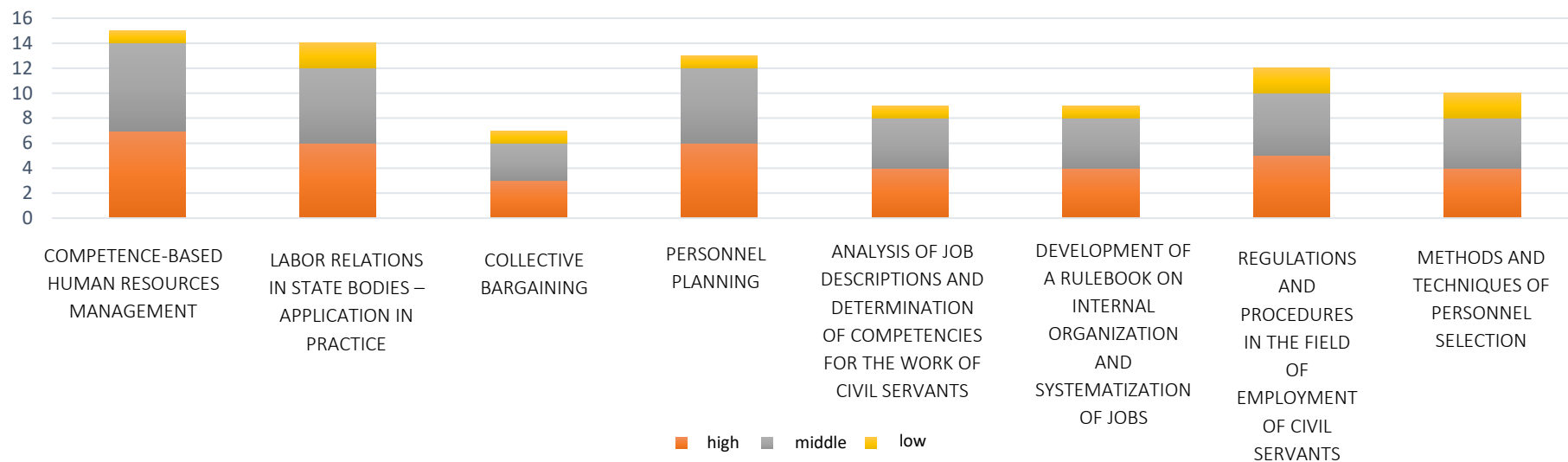


HUMAN RESOURCES MANAGEMENT

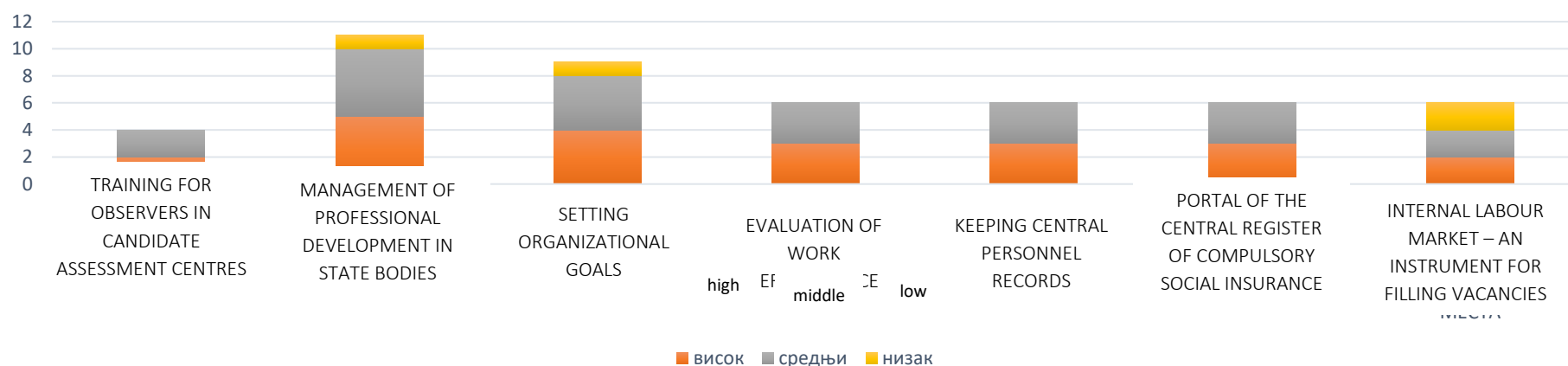
Needs of civil servants for topics in the field of Human Resources Management



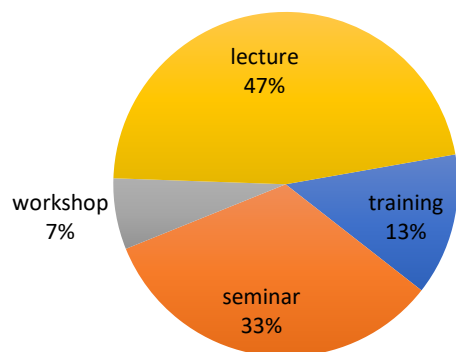
Priority level of topics in the field of Human Resources Management (1)



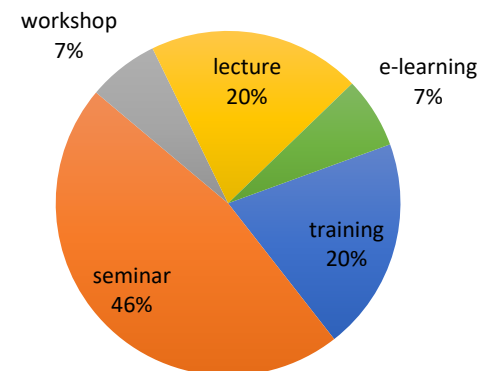
Priority level of topics in the field of Human Resources Management (2)



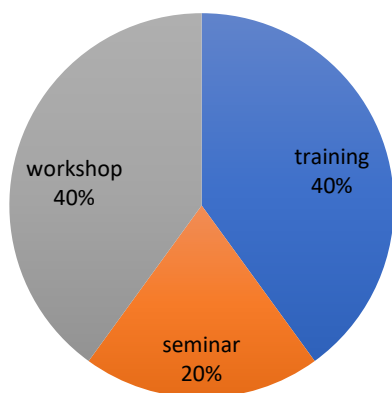
COMPETENCE-BASED HUMAN RESOURCES MANAGEMENT



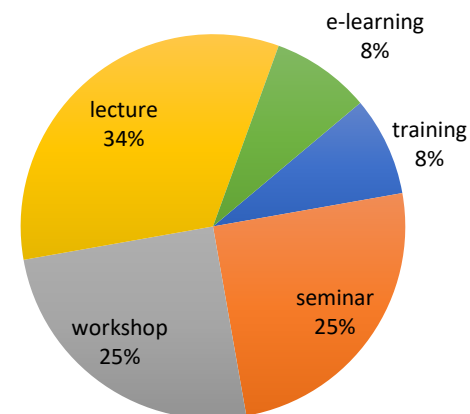
LABOR RELATIONS IN STATE BODIES - APPLICATION IN PRACTICE



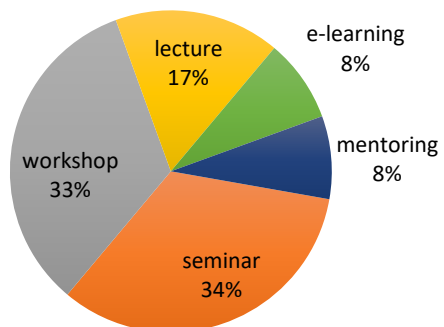
COLLECTIVE BARGAINING



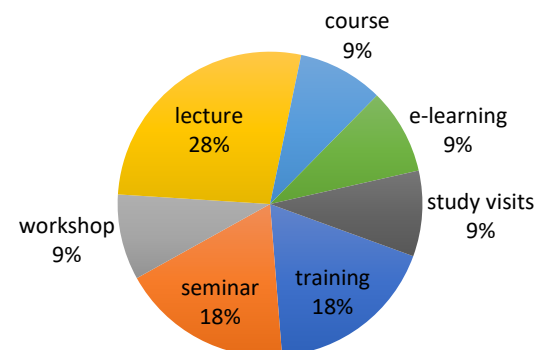
PERSONNEL PLANNING



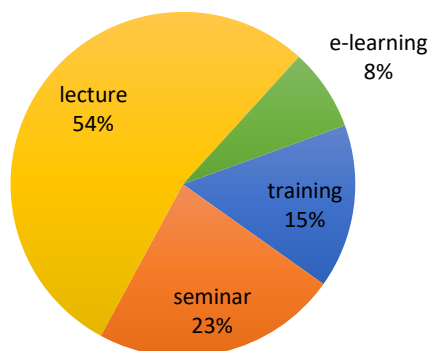
ANALYSIS OD JOB DESCRIPTIONS AND DETERMINATION OF COMPETENCIES FOR THE WORK OF CIVIL SERVANTS



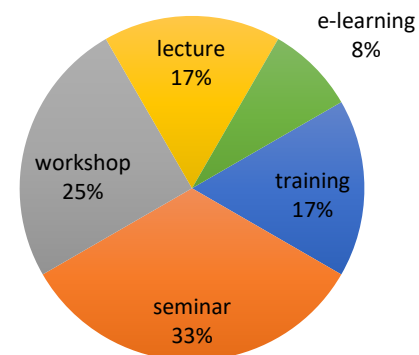
DEVELOPMENT OF A RULEBOOK ON INTERNAL ORGANIZATION AND SYSTEMATIZATION



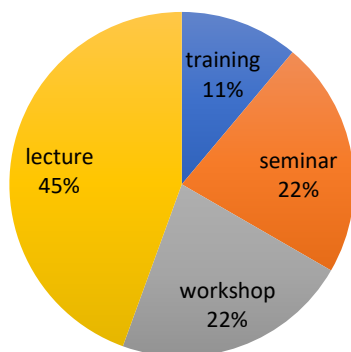
REGULATIONS AND PROCEDURES IN THE FIELD OF EMPLOYMENT OF CIVIL SERVANTS



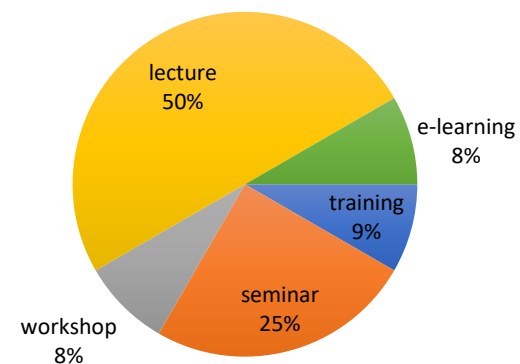
METHODS AND TECHNIQUES OF PERSONNEL SELECTION



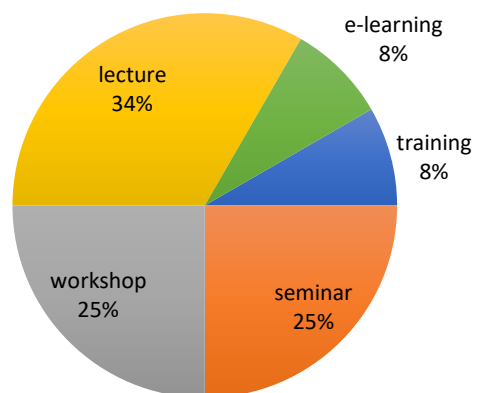
TRAININGS FOR OBSERVERS IN CANDIDATE ASSESSMENT



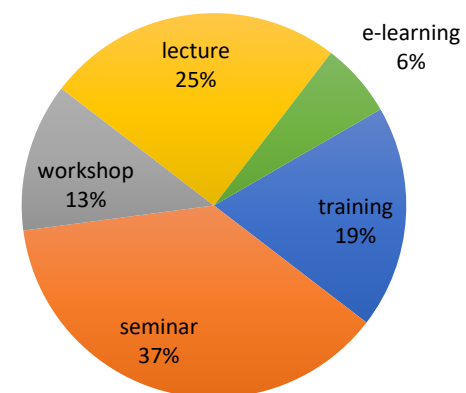
MANAGEMENT OF PROFESSIONAL DEVELOPMENT IN STATE BODIES



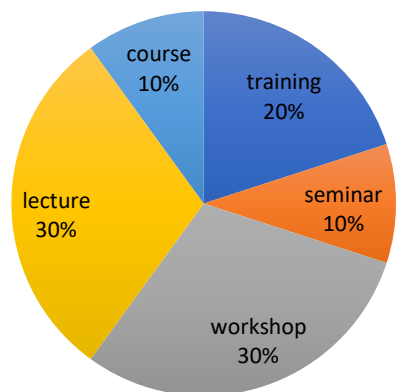
SETTING ORGANIZATIONAL GOALS



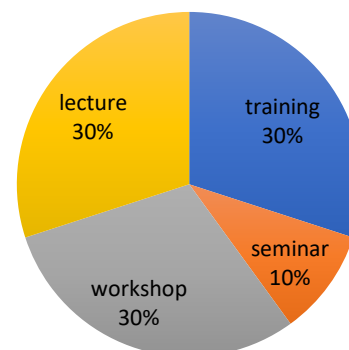
PERFORMANCE APPRAISAL



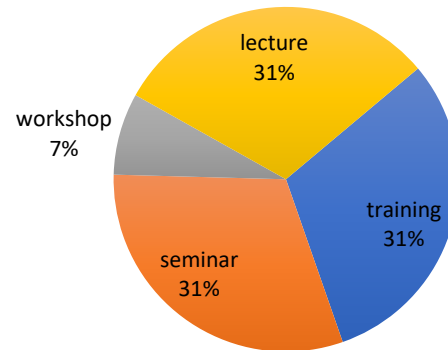
KEEPING CENTRAL PERSONNEL RECORDS



PORTAL OF THE CENTRAL REGISTER OF COMPULSORY SOCIAL INSURANCE

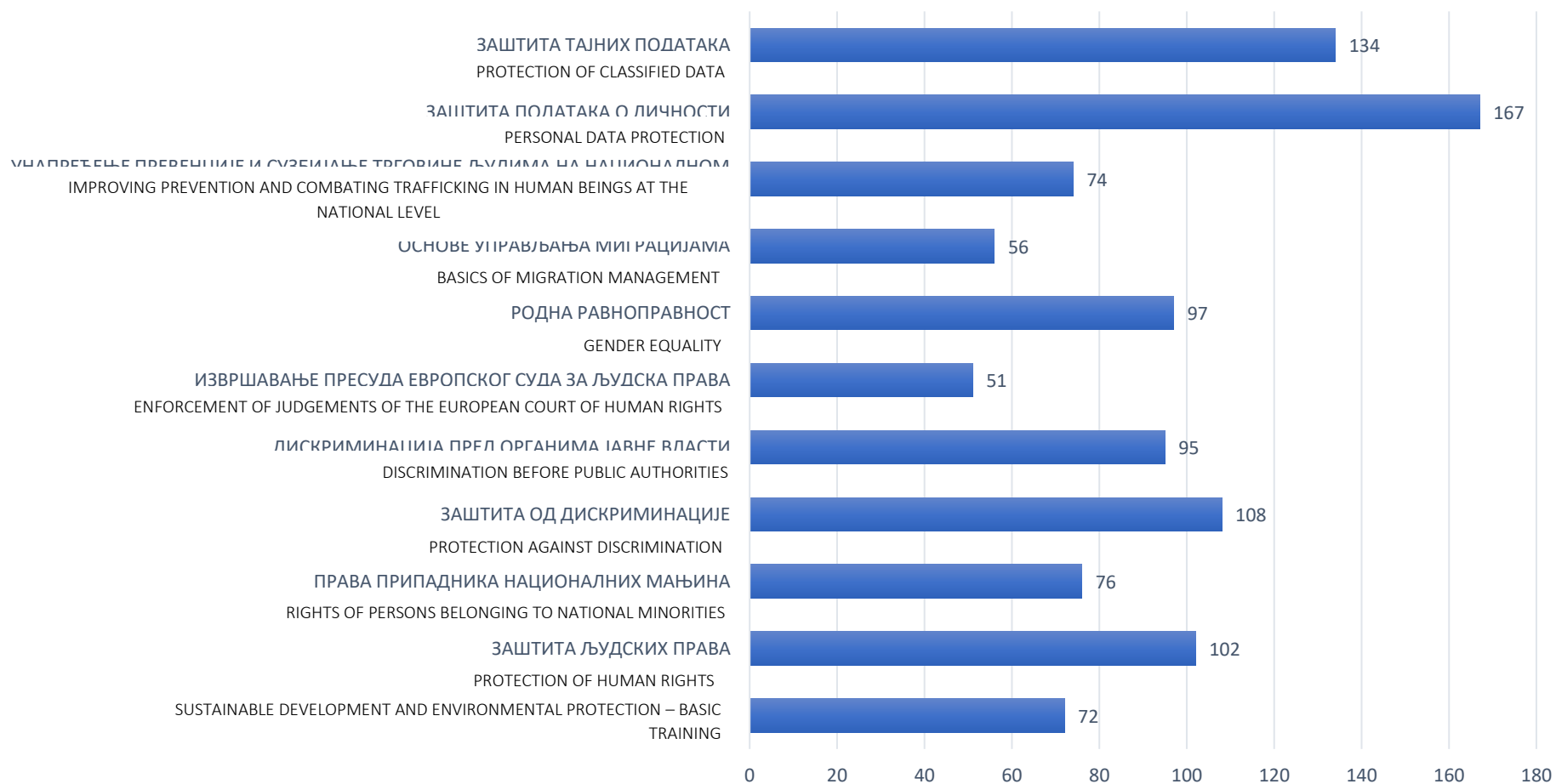


INTERNAL LABOR MARKET - INSTRUMENT FOR FILLING VACANCIES

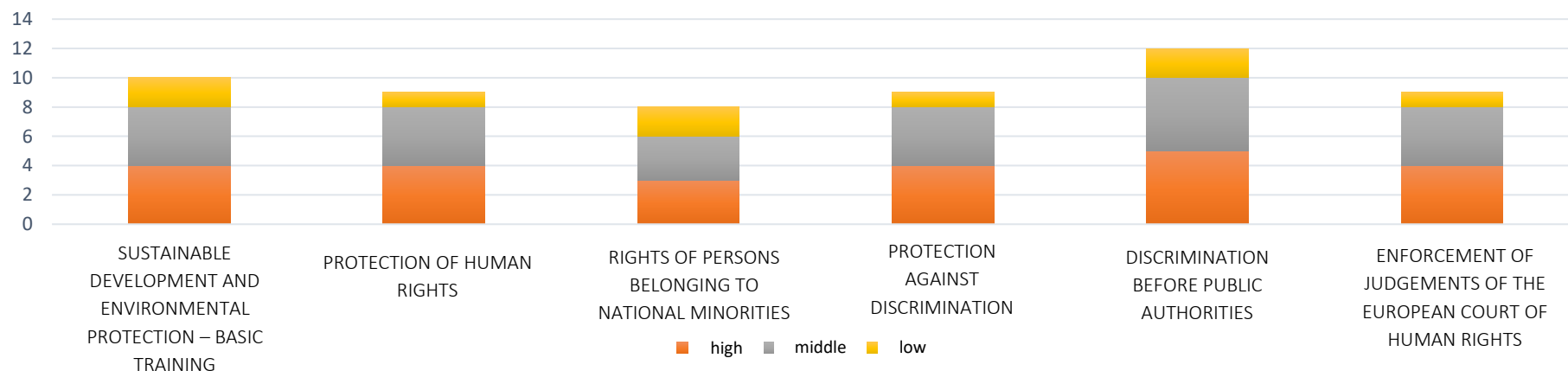


HUMAN RIGHTS PROTECTION AND DATA CONFIDENTIALITY

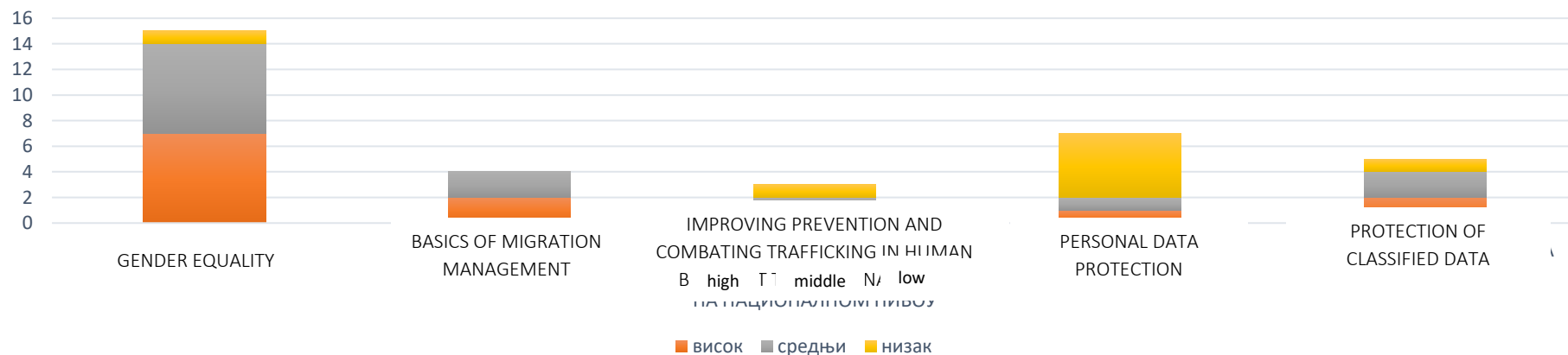
Needs of civil servants for topics in the field of Human rights protection and data confidentiality



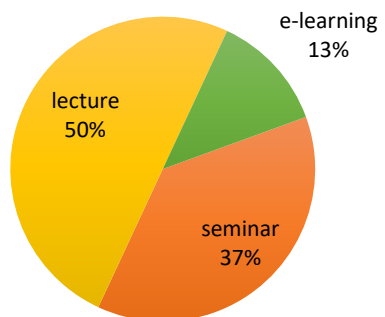
Priority level of topics in the field of Human rights protection and data confidentiality (1)



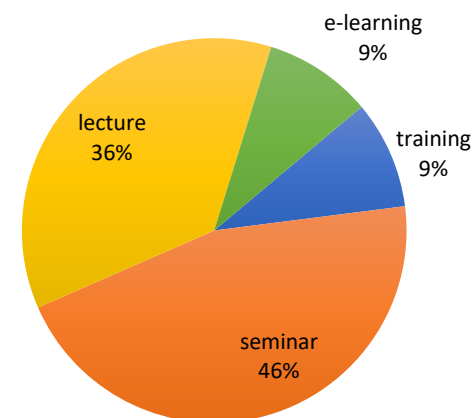
Priority level of topics in the field of Human rights protection and data confidentiality (2)



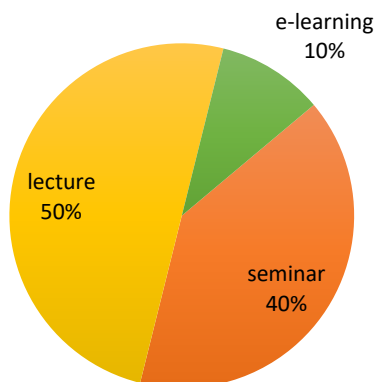
SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PROTECTION - BASIC TRAINING



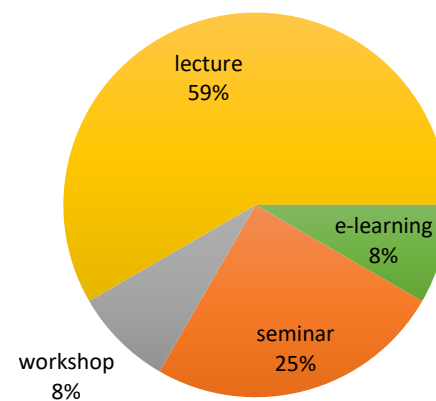
PROTECTION OF HUMAN RIGHTS



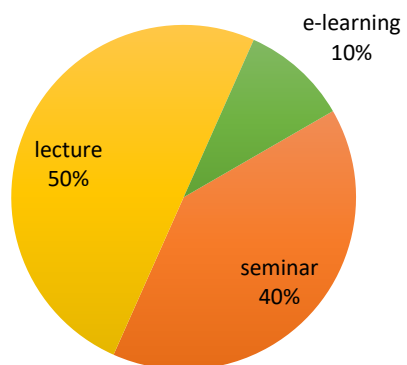
RIGHTS OF PERSONS BELONGING TO NATIONAL MINORITIES



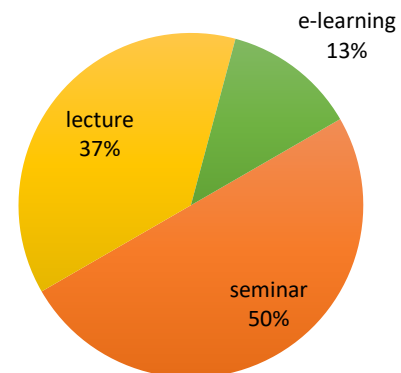
PROTECTION AGAINST DISCRIMINATION



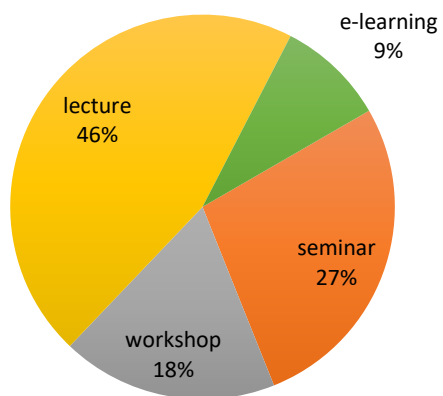
DISCRIMINATION BEFORE PUBLIC AUTHORITIES



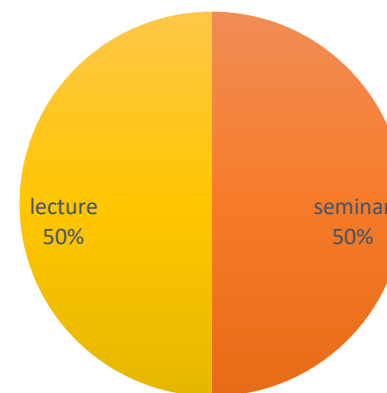
ENFORCEMENT OF JUDGMENTS OF EUROPEAN COURT OF HUMAN RIGHTS



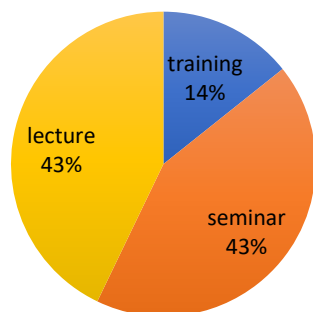
GENDER EQUALITY



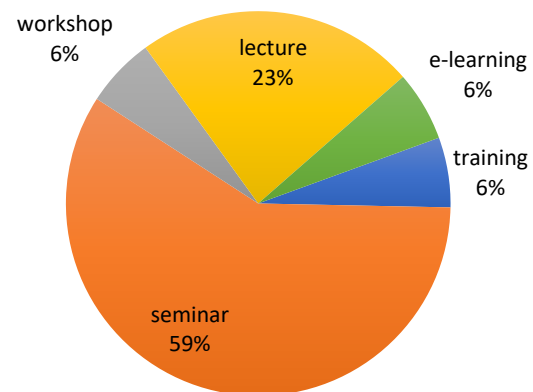
BASICS OF MIGRATION MANAGEMENT



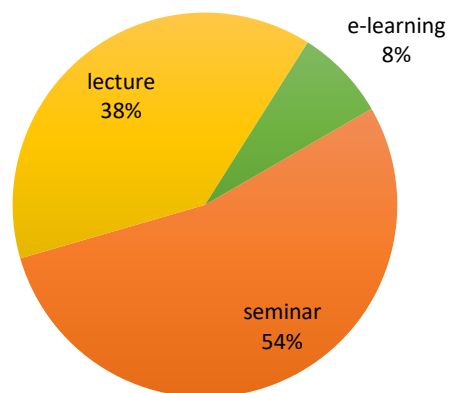
IMPROVING PREVENTION AND COMBATING TRAFFICKING IN HUMAN BEINGS AT THE NATIONAL LEVEL



PERSONAL DATA PROTECTION



PROTECTION OF CLASSIFIED INFORMATION





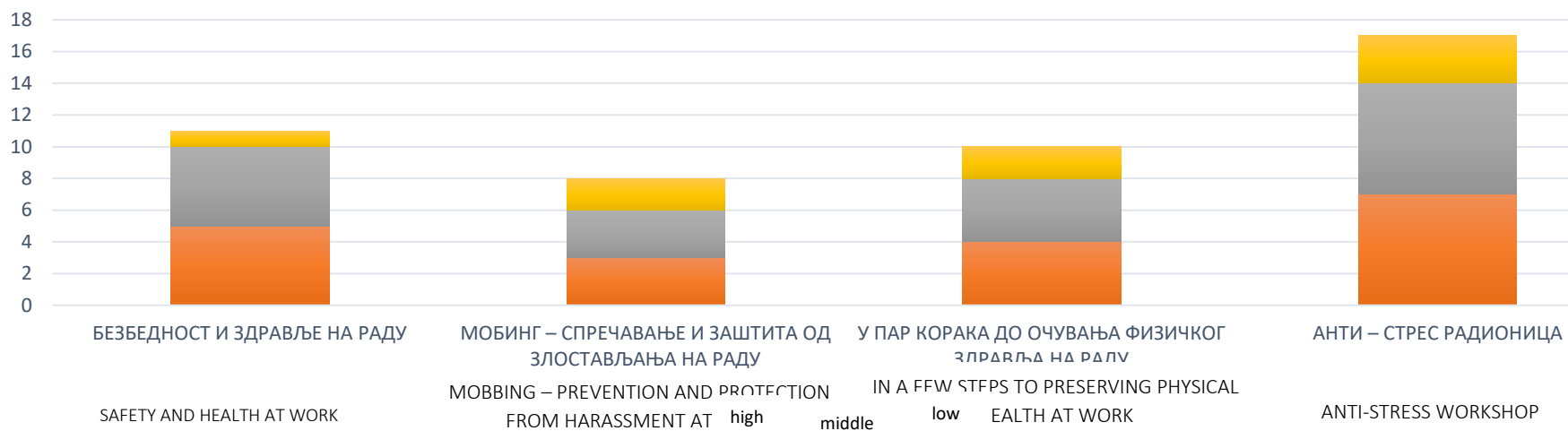
НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

SAFETY, PROTECTION AND HEALTH AT WORK

Needs of civil servants for topics in the field of Safety, Protection and Health at work



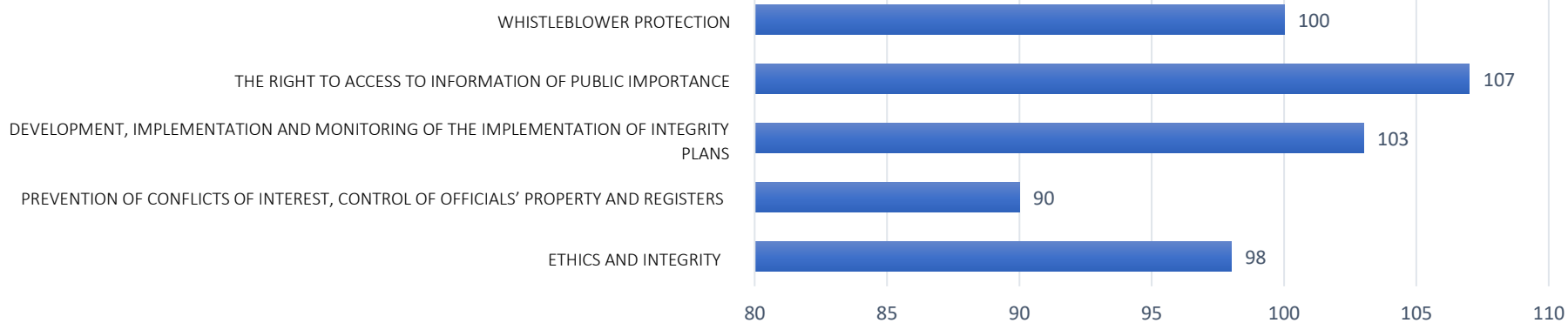
Priority level of topics in the field of Safety, Protection and Health at work



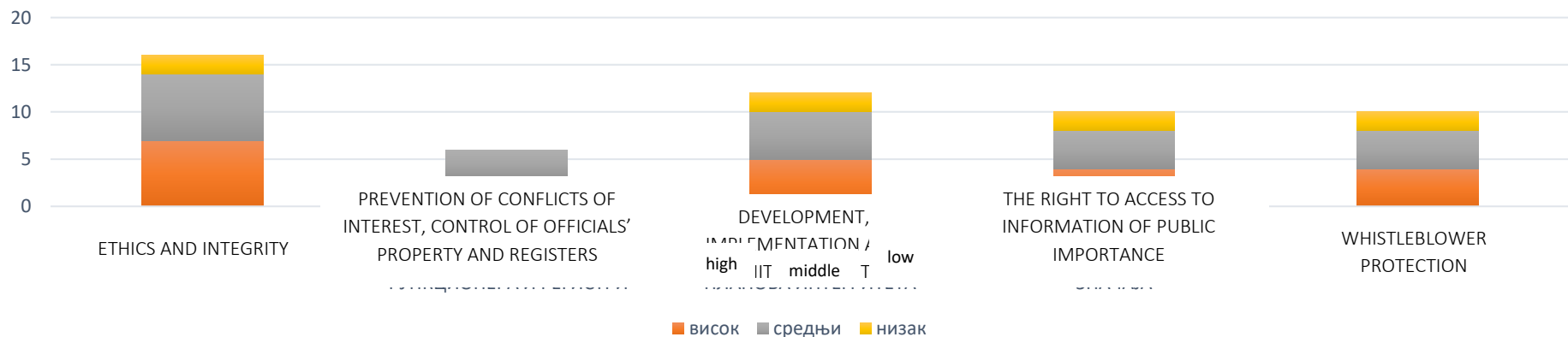
SAFETY AND HEALTH AT WORK

MOBBING - PREVENTION AND PROTECTION

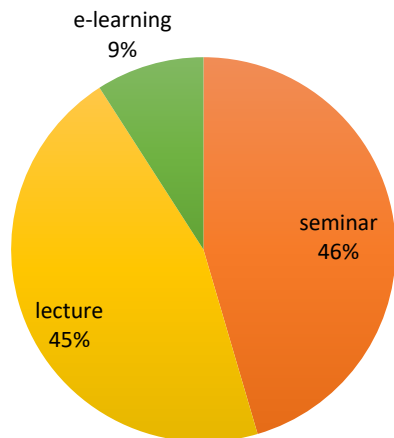
Needs of civil servants for topics in the field of Prevention of corruption and fight against corruption



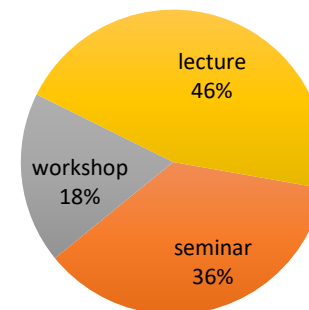
Priority level of topics in the field of Prevention of corruption and fight against corruption



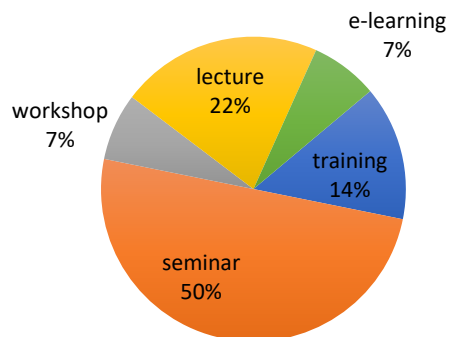
ETHICS AND INTEGRITY



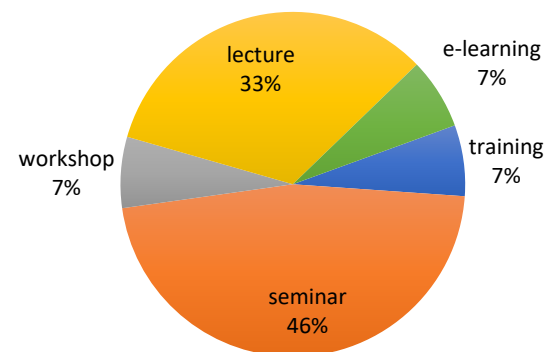
CONFLICT OF INTEREST PREVENTION, CONTROL OF OFFICIALS' PROPERTY AND REGISTERS



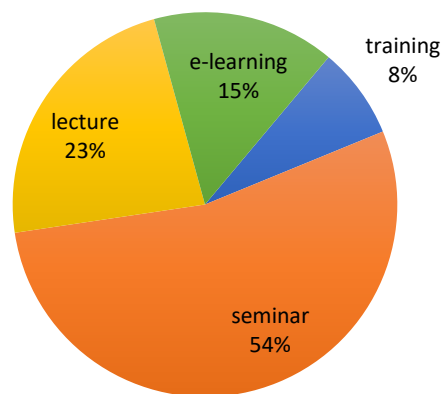
DEVELOPMENT, IMPLEMENTATION AND MONITORING OF THE IMPLEMENTATION OF INTEGRITY PLANS



THE RIGHT TO ACCESS INFORMATION OF PUBLIC IMPORTANCE

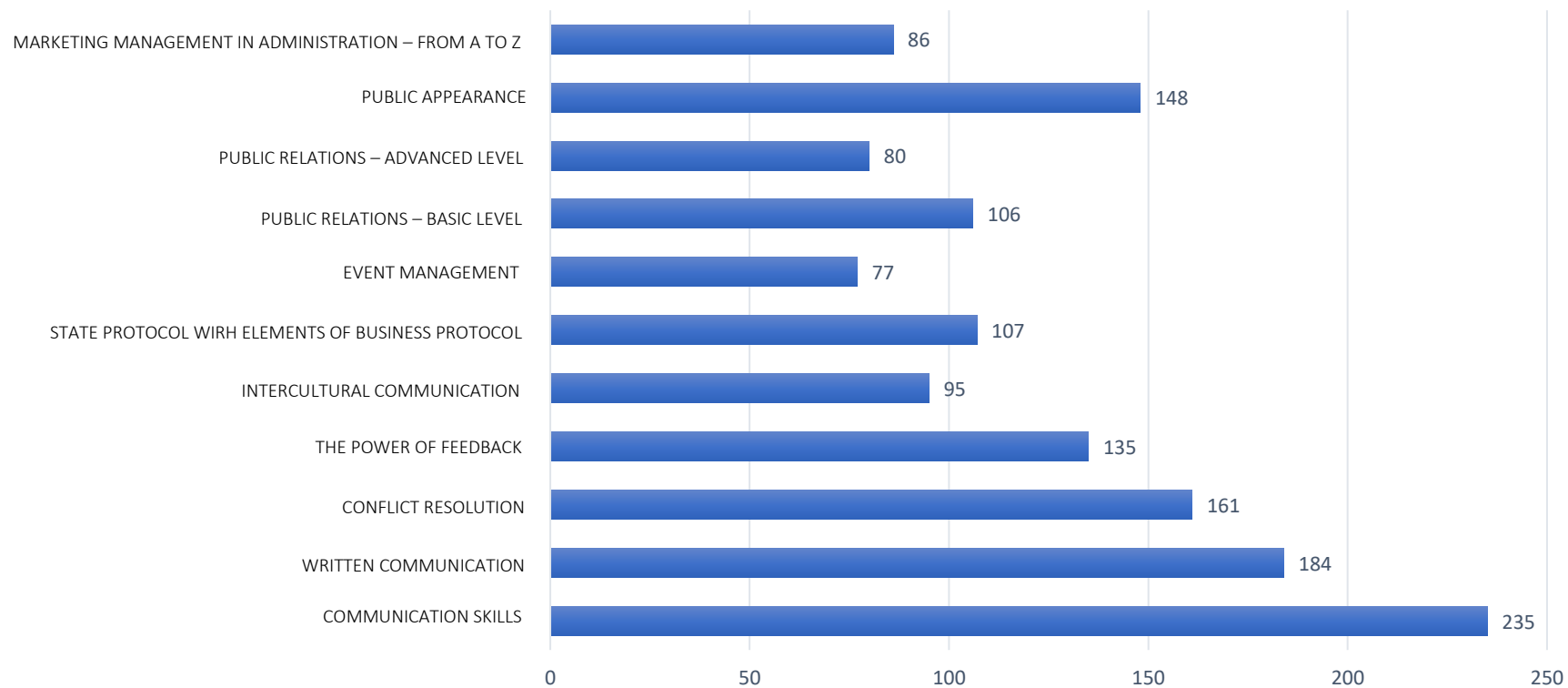


WHISTLEBLOWER PROTECTION



COMMUNICATION AND PUBLIC RELATIONS

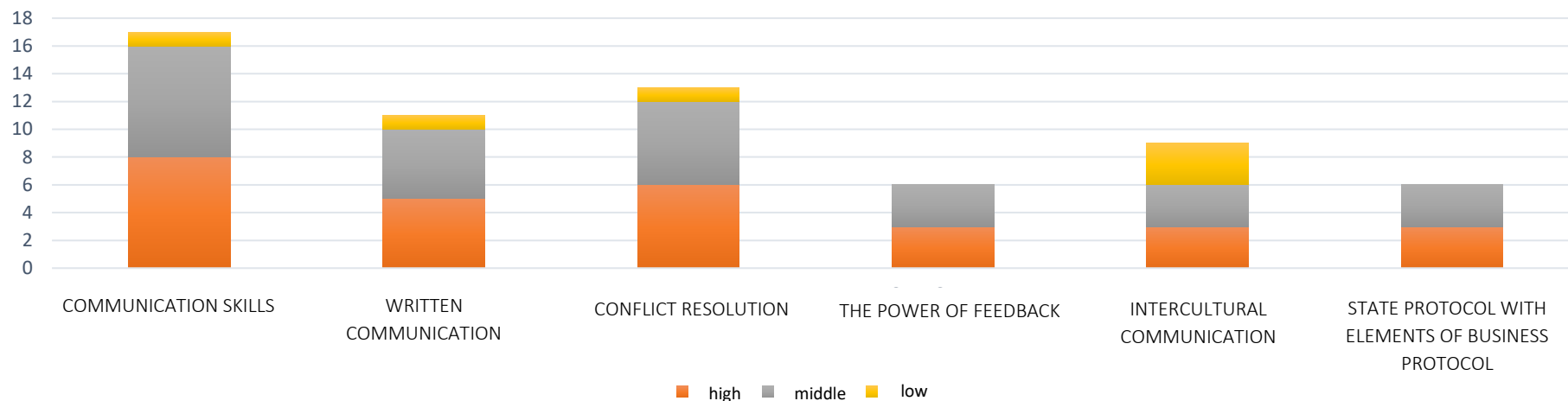
Needs of civil servants for topics in the field of Communication and public relations



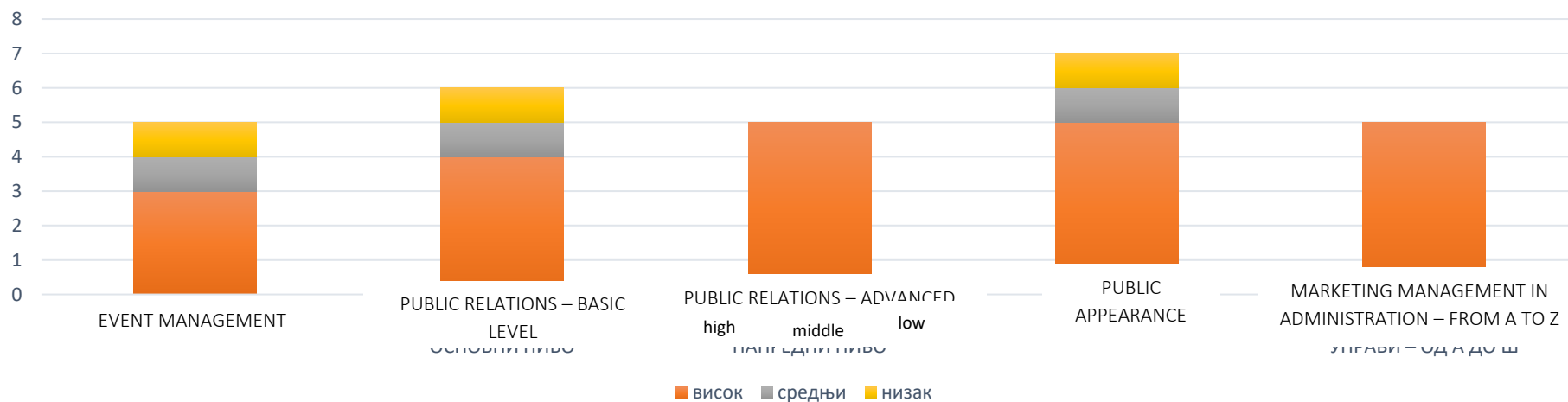


НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

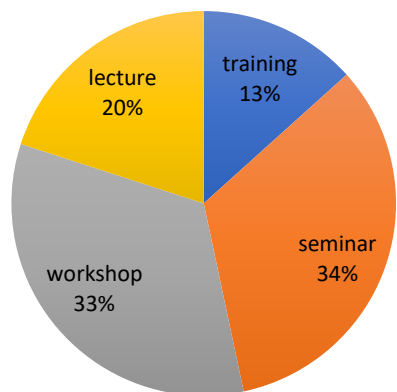
Priority level of topics in the field of Communication and public relations (1)



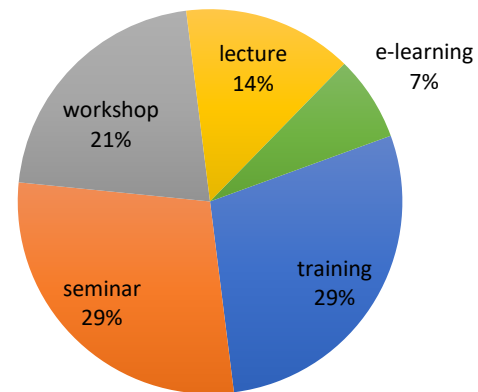
Priority level of topics in the field of Communication and public relations (2)



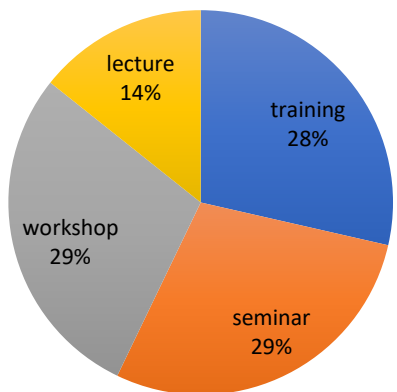
COMMUNICATION SKILLS



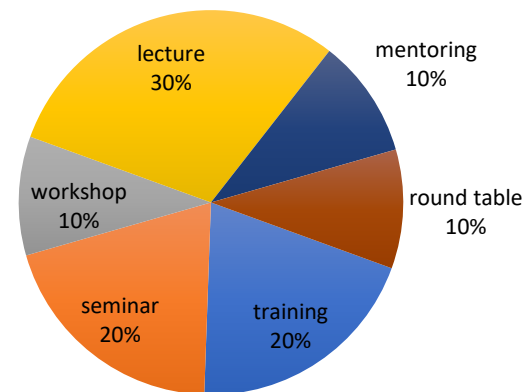
WRITTEN COMMUNICATION



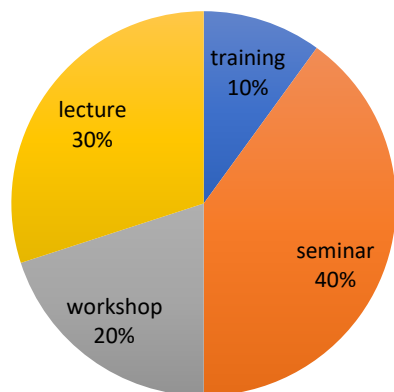
CONFLICT RESOLUTION



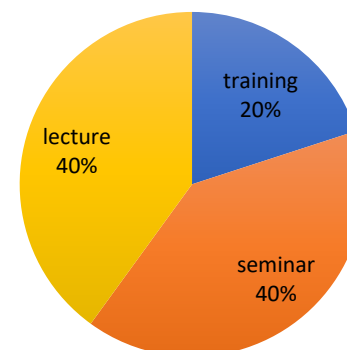
THE POWER OF FEEDBACK



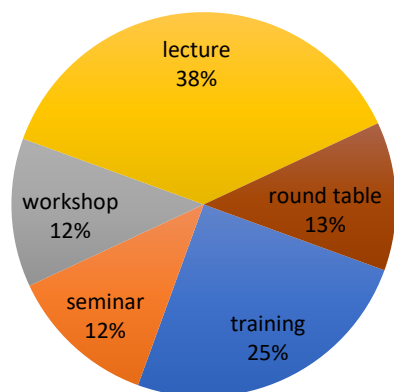
INTERCULTURAL COMMUNICATION



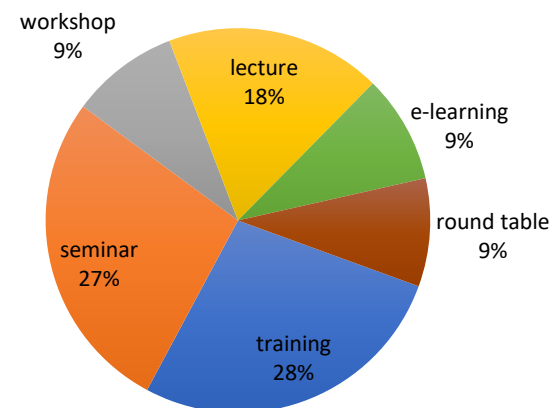
STATE PROTOCOL WITH ELEMENTS OF BUSINESS PROTOCOL



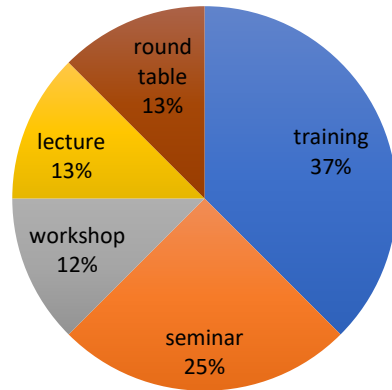
EVENT MANAGEMENT



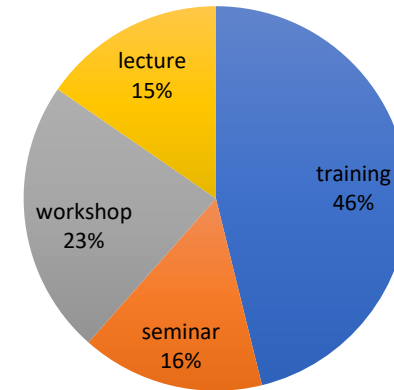
PUBLIC RELATIONS - BASIC LEVEL



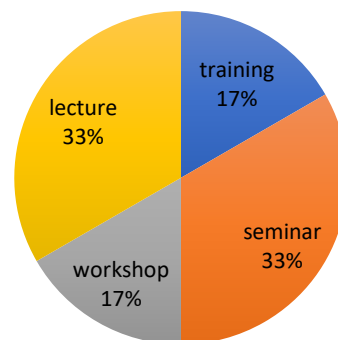
ОДНОСИ СА ЈАВНОШЋУ – НАПРЕДНИ НИВО



PUBLIC APPEARANCE

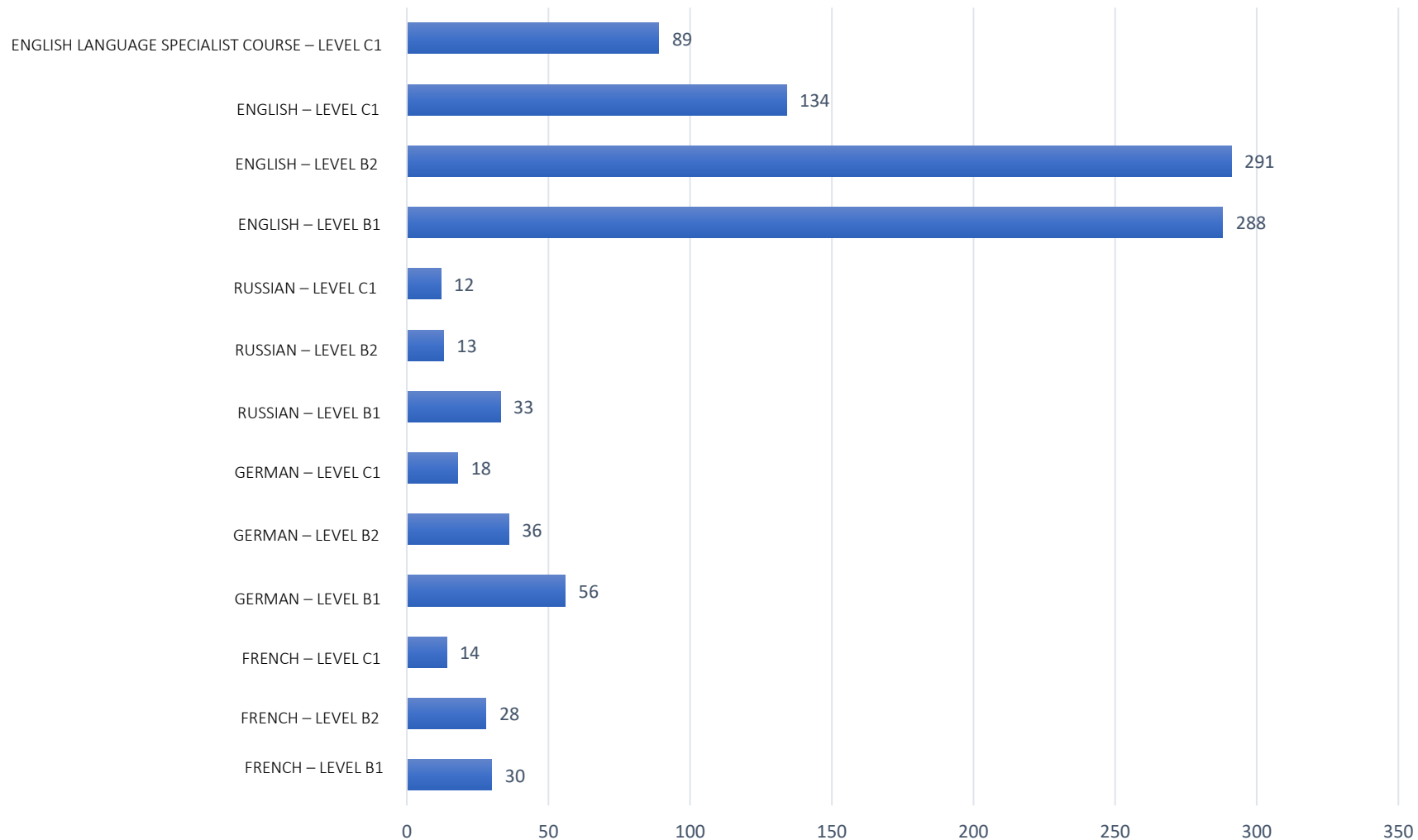


MARKETING MANAGEMENT IN ADMINISTRATION – FROM A TO Z

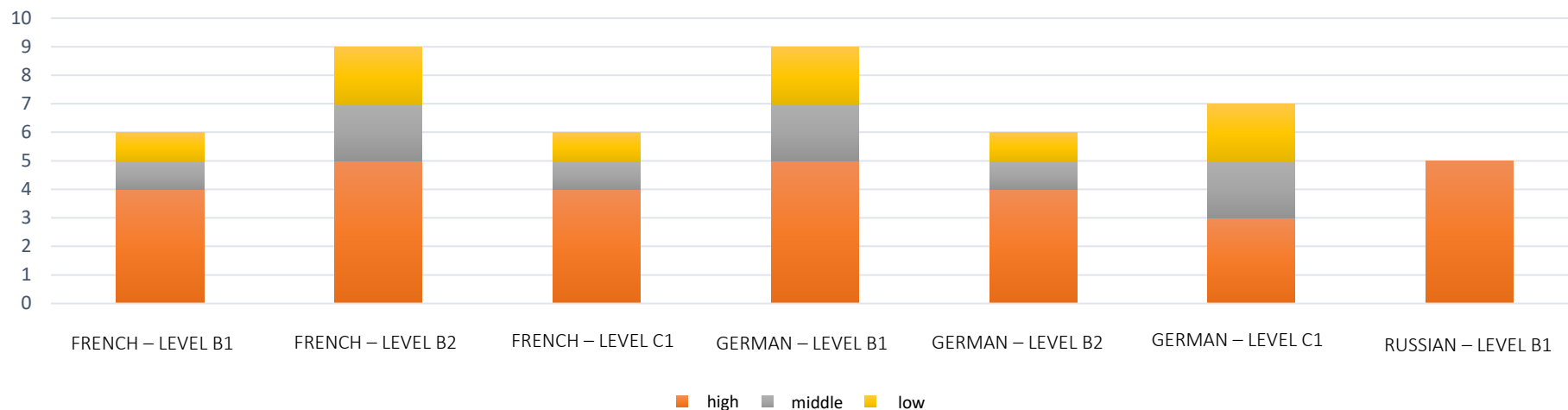


FOREIGN LANGUAGES

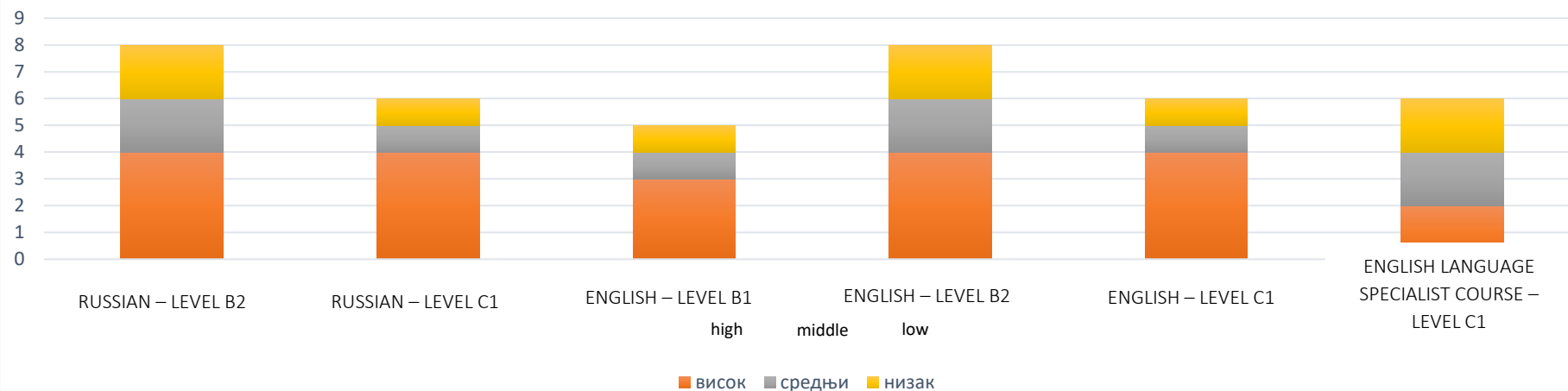
Needs of civil servants for topics in the field of Foreign languages



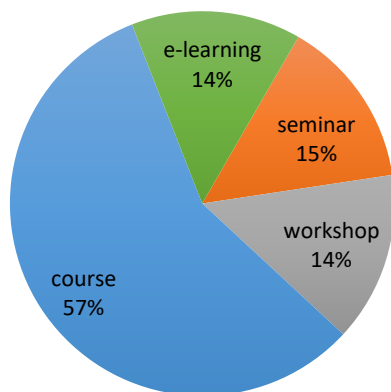
Priority level of topics in the field of Foreign languages (1)



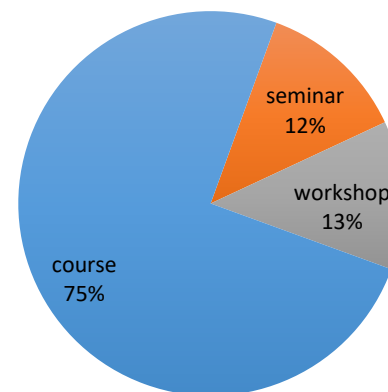
Priority level of topics in the field of Foreign languages (2)



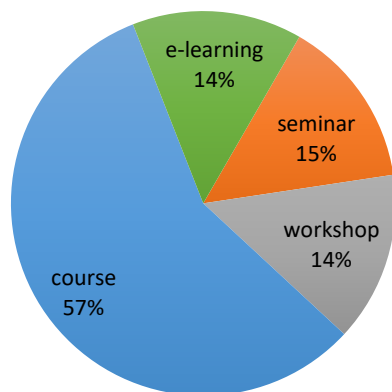
FRENCH - LEVEL B1



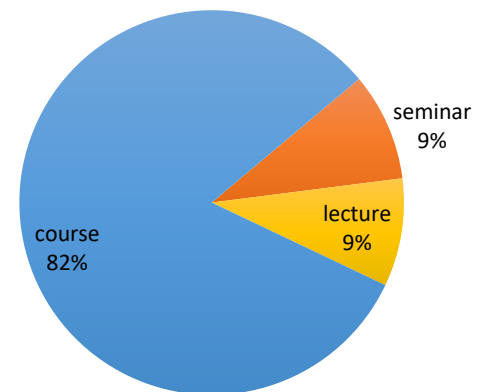
FRENCH- LEVEL B2



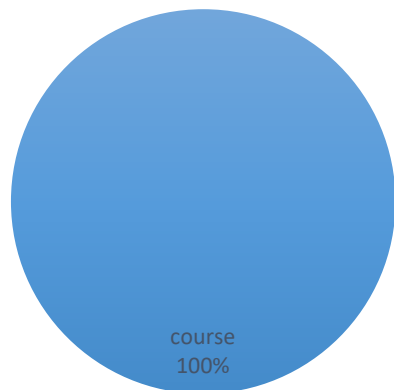
FRENCH – LEVEL C1



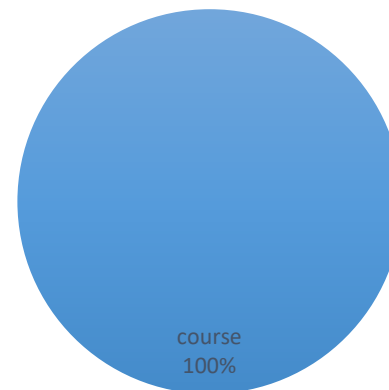
GERMAN – LEVEL B1



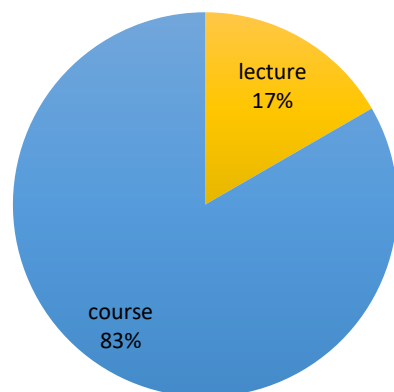
GERMAN – LEVEL B2



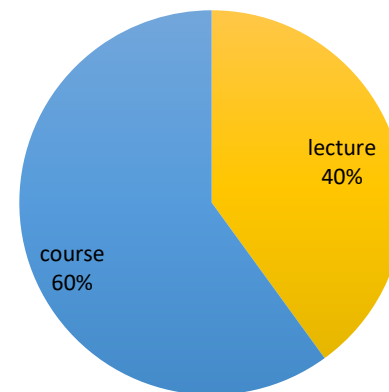
GERMAN – LEVEL C1



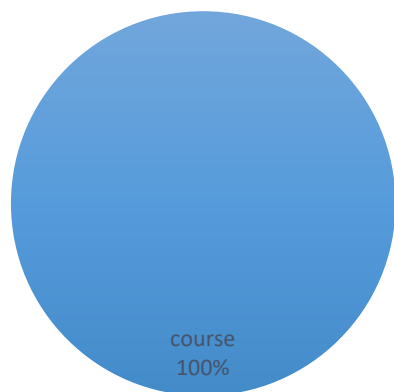
RUSSIAN – LEVEL B1



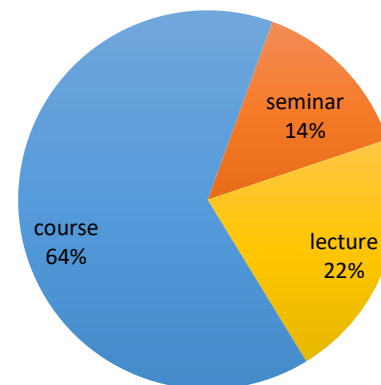
RUSSIAN - LEVEL B2



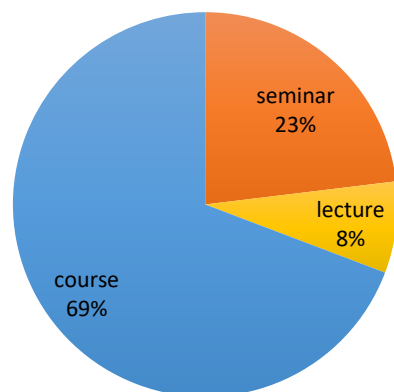
RUSSIAN - LEVEL C1



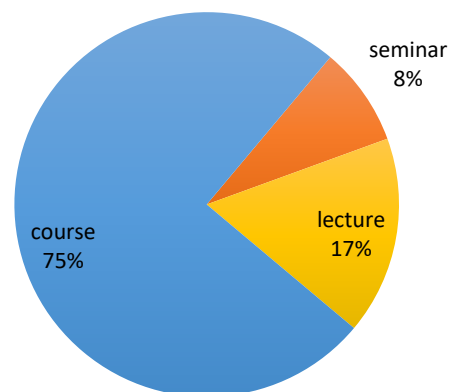
ENGLISH – LEVEL B1



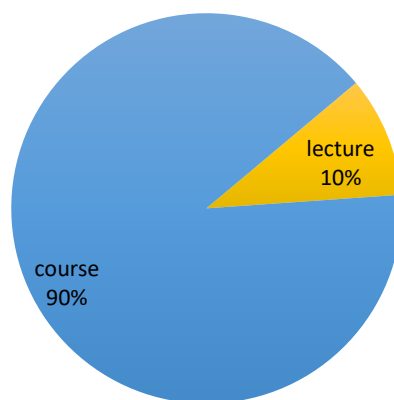
ENGLISH – LEVEL B2



ENGLISH – LEVEL C1



SPECIALIST ENGLISH LANGUAGE COURSE - LEVEL C1

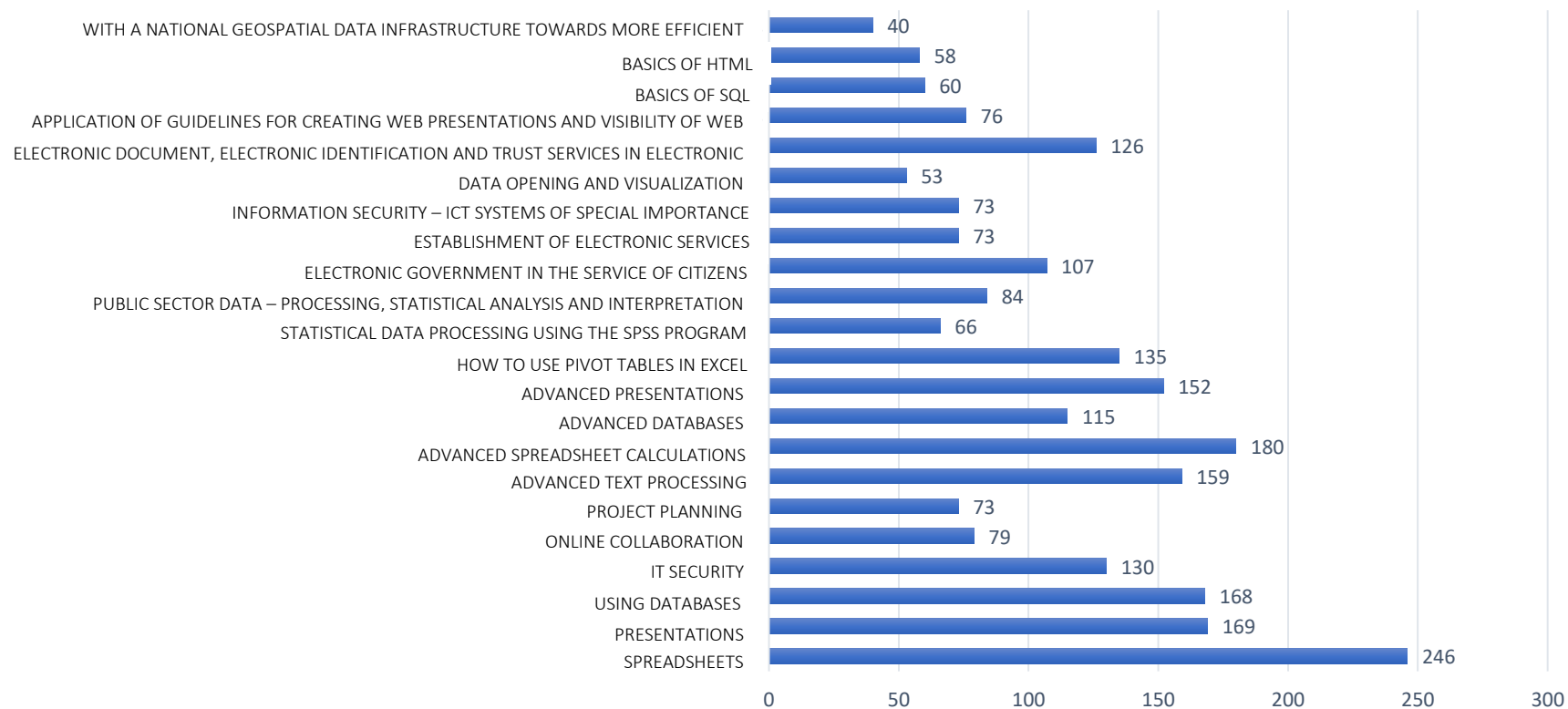




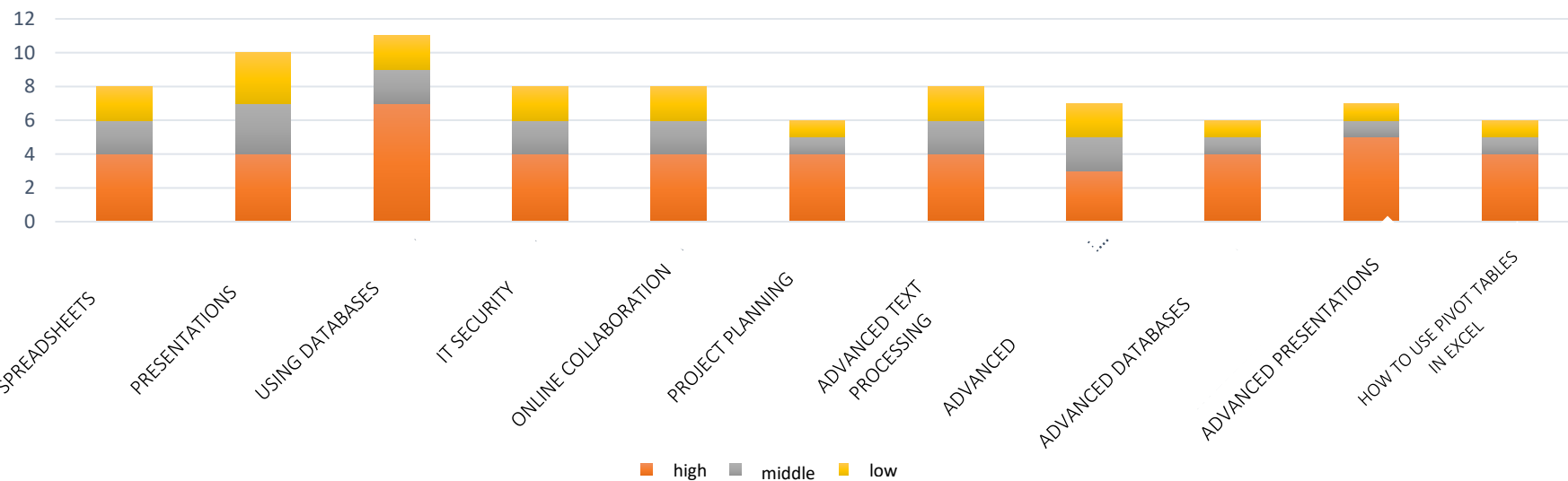
НАЦИОНАЛНА АКАДЕМИЈА
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E-GOVERNMENT AND DIGITALIZATION

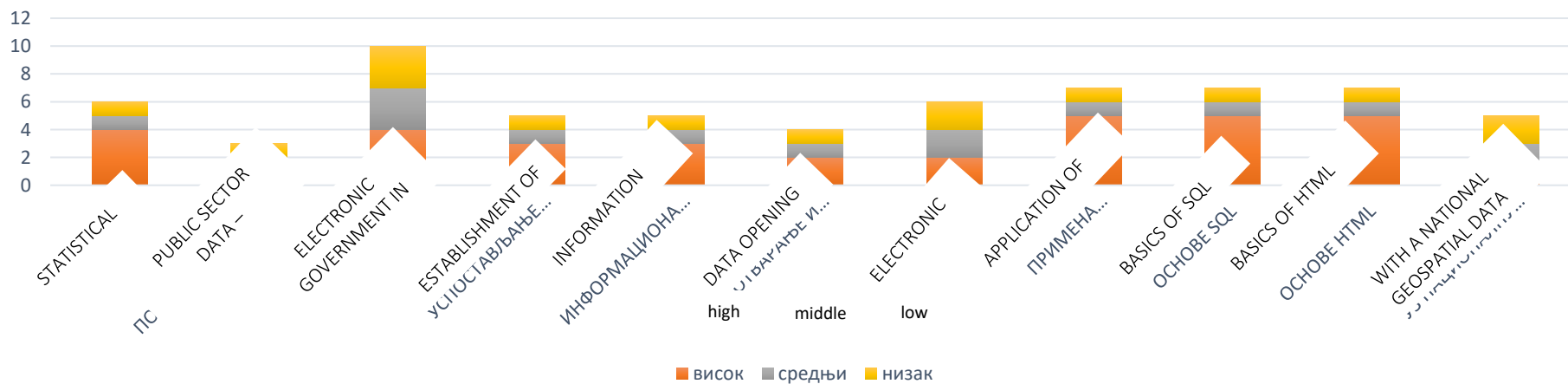
Needs of civil servants for topics in the field of e-government and digitalization



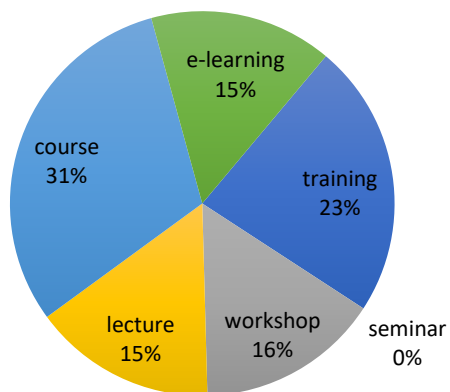
Priority level of topics in the field of E-government and digitalization (1)



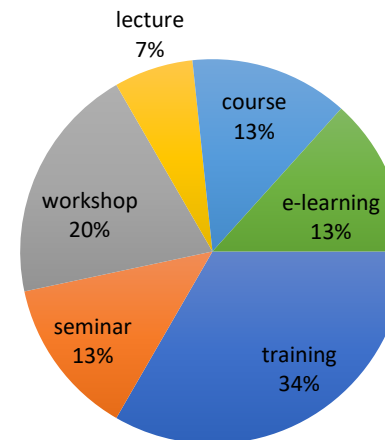
Priority level of topics in the field of E-government and digitalization (2)



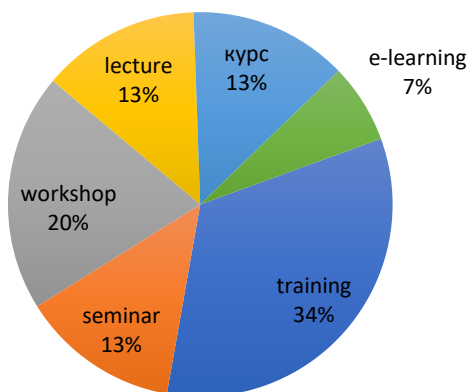
SPREADSHEETS



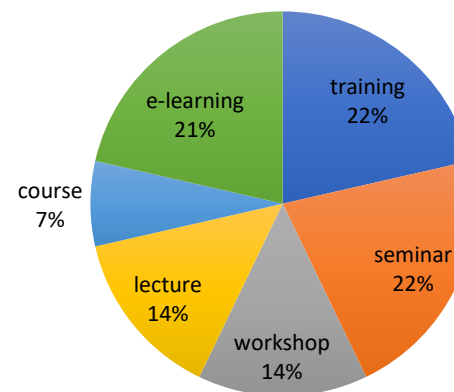
PRESENTATIONS



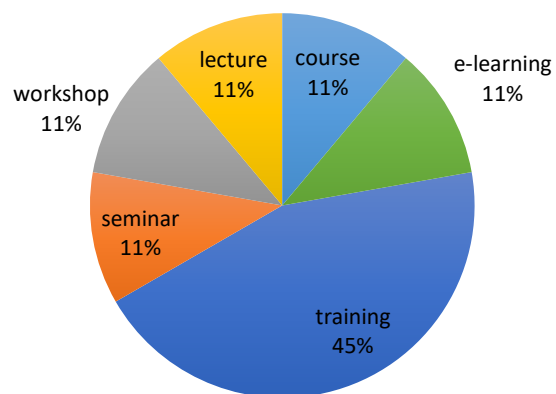
USE OF DATABASES



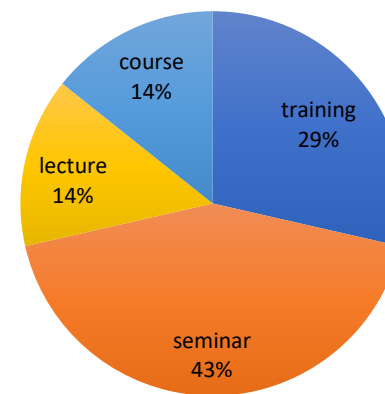
IT SECURITY



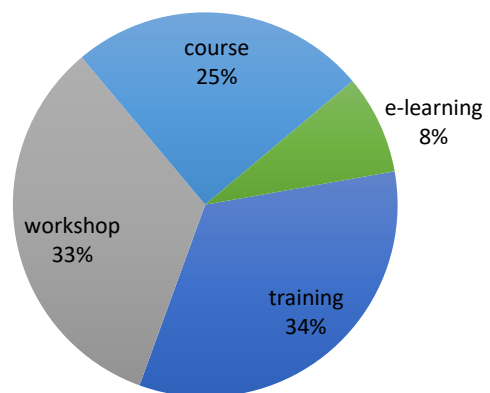
ONLINE COLLABORATION



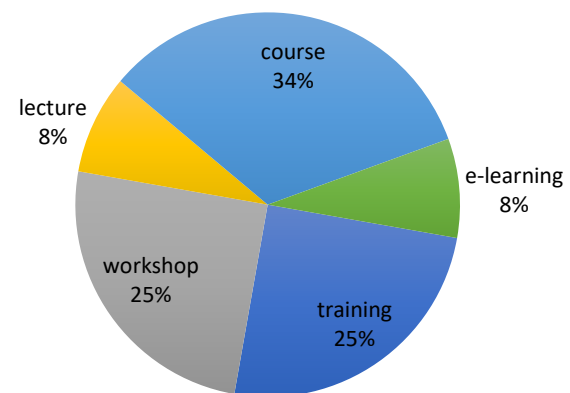
PROJECT PLANNING



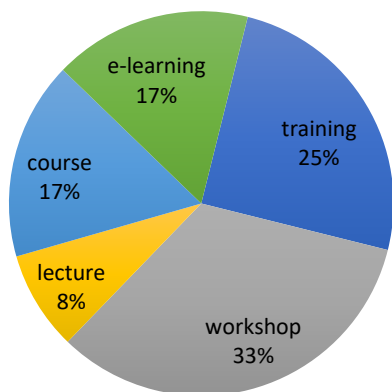
ADVANCED WORD PROCESSING



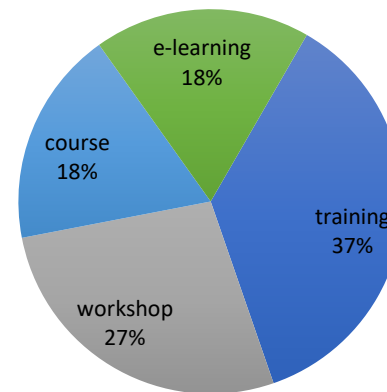
ADVANCED SPREADSHEETS



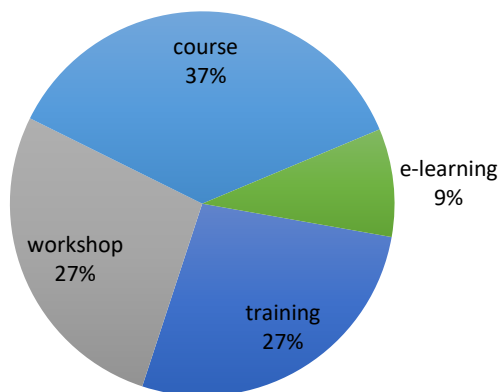
ADVANCED DATABASES



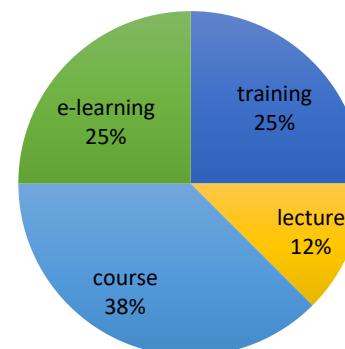
ADVANCED PRESENTATIONS



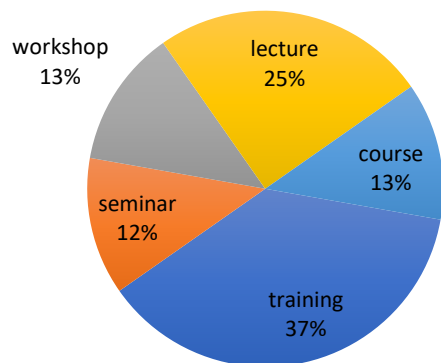
HOW TO USE PIVOT TABLES IN EXCEL?



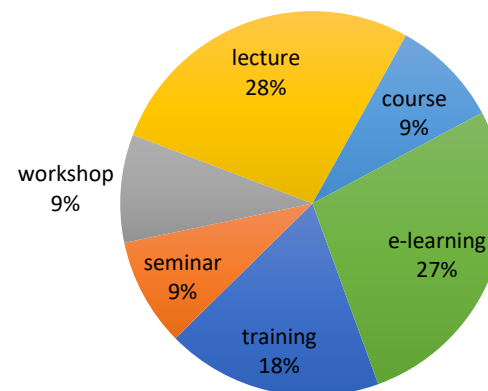
STATISTICAL DATA PROCESSING USING THE SPSS PROGRAM



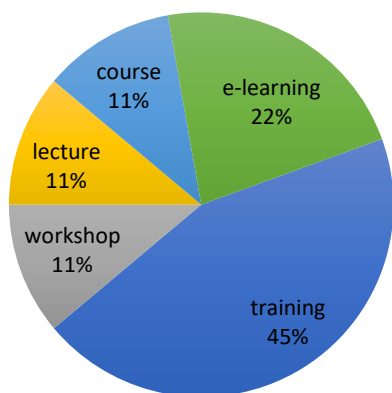
DATA IN THE PUBLIC SECTOR - PROCESSING, STATISTICAL ANALYSIS AND INTERPRETATION



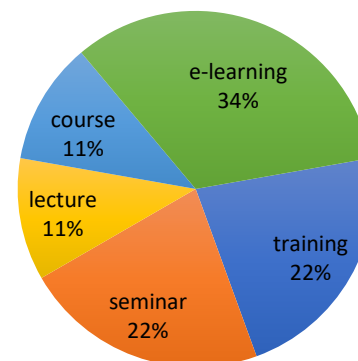
E-GOVERNMENT IN THE SERVICE OF CITIZENS



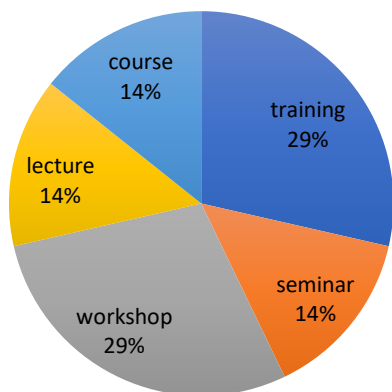
ESTABLISHMENT OF ELECTRONIC SERVICES



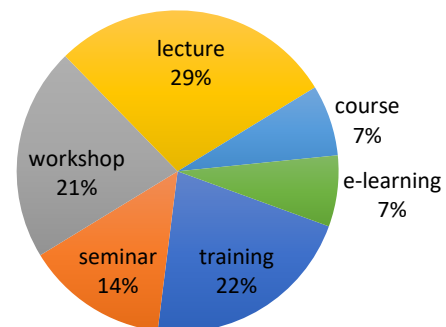
INFORMATION SECURITY - ICT SYSTEMS OF SPECIAL IMPORTANCE



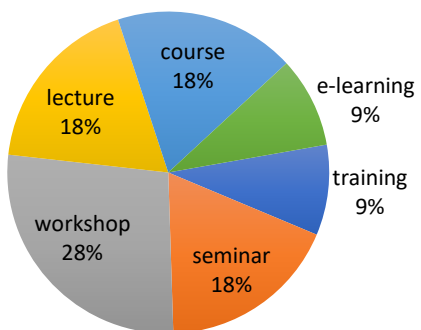
DATA OPENING AND VISUALIZATION



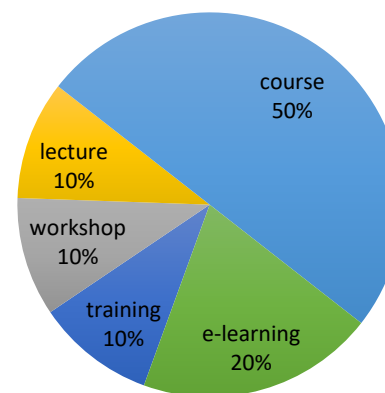
ELECTRONIC DOCUMENT, ELECTRONIC IDENTIFICATION AND TRUST SERVICES IN ELECTRONIC BUSINESS



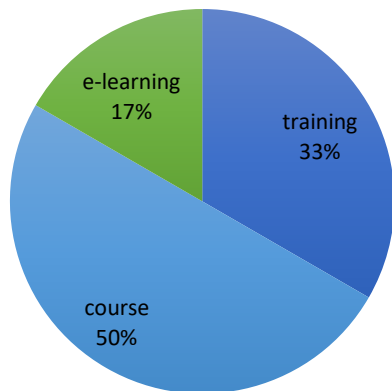
APPLICATION OF GUIDELINES FOR CREATING WEB PRESENTATIONS AND VISIBILITY OF WEB PRESENTATIONS



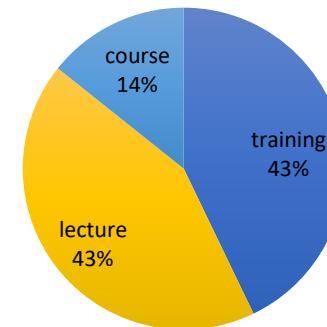
BASICS OF SQL



BASICS OF HTML

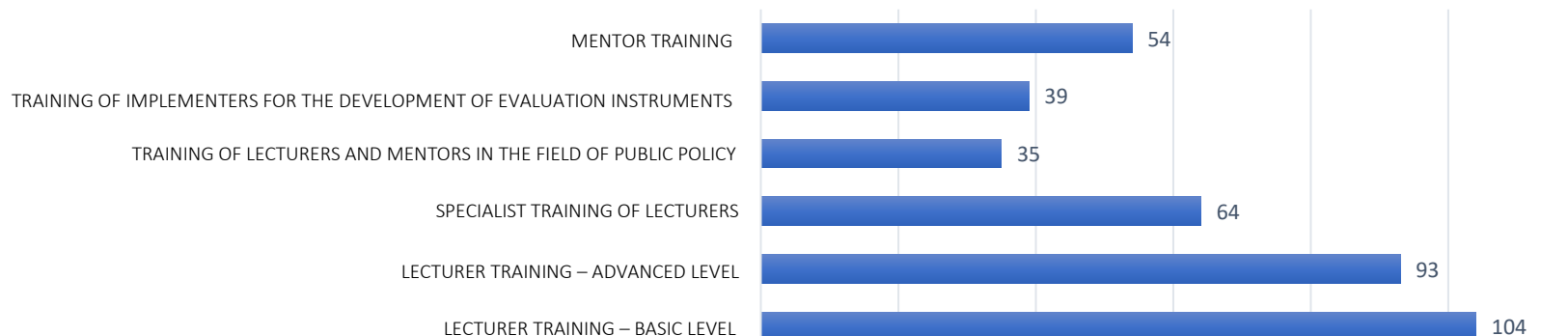


WITH A NATIONAL GEOSPATIAL DATA INFRASTRUCTURE TOWARDS MORE EFFICIENT ADMINISTRATION AND BETTER PUBLIC SERVICES

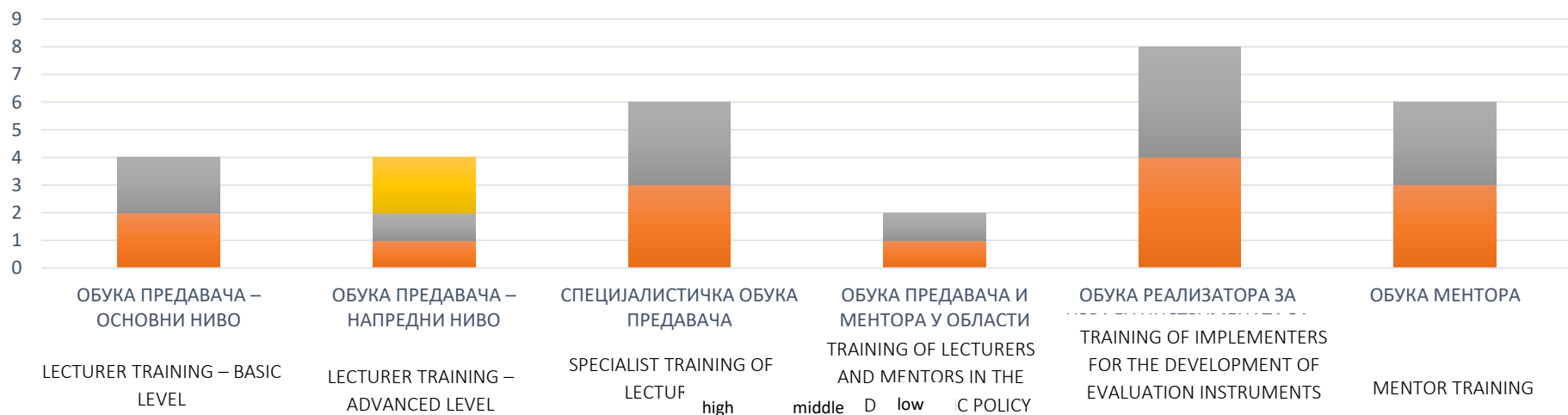


LECTURER TRAINING

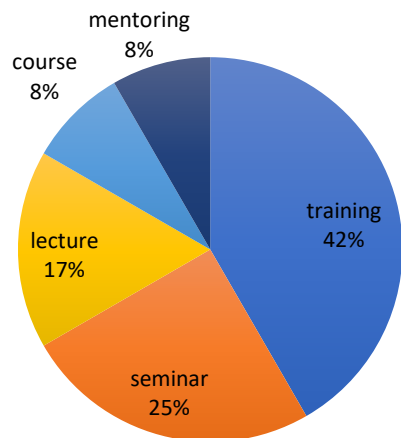
Needs of civil servants for topics in the field of Lecturer training



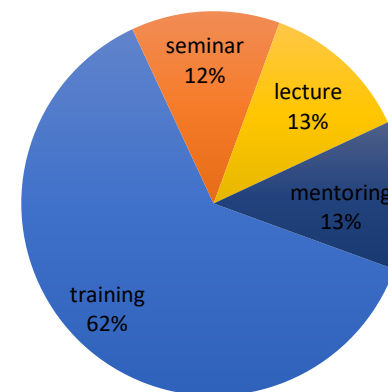
Priority level of topics in the field of Lecturer training



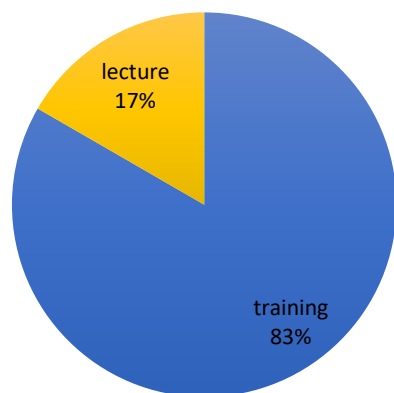
LECTURER TRAINING - BASIC LEVEL



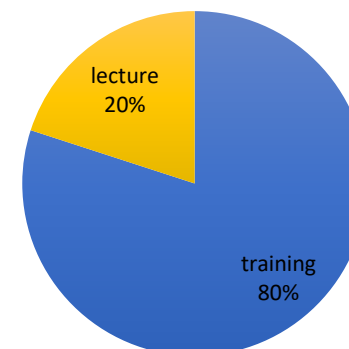
LECTURER TRAINING - ADVANCED LEVEL



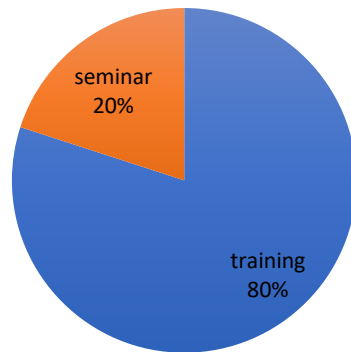
SPECIALIST TRAINING OF LECTURERS



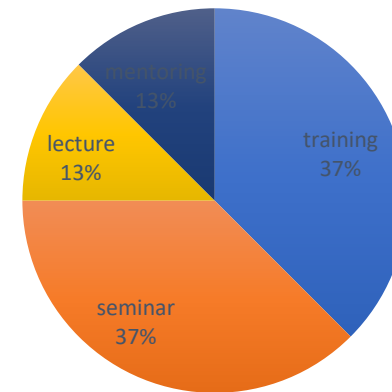
TRAINING OF LECTURERS AND MENTORS IN THE FIELD OF PUBLIC POLICY



TRAINING OF IMPLEMENTERS FOR MAKING EVALUATION INSTRUMENTS



MENTOR TRAINING

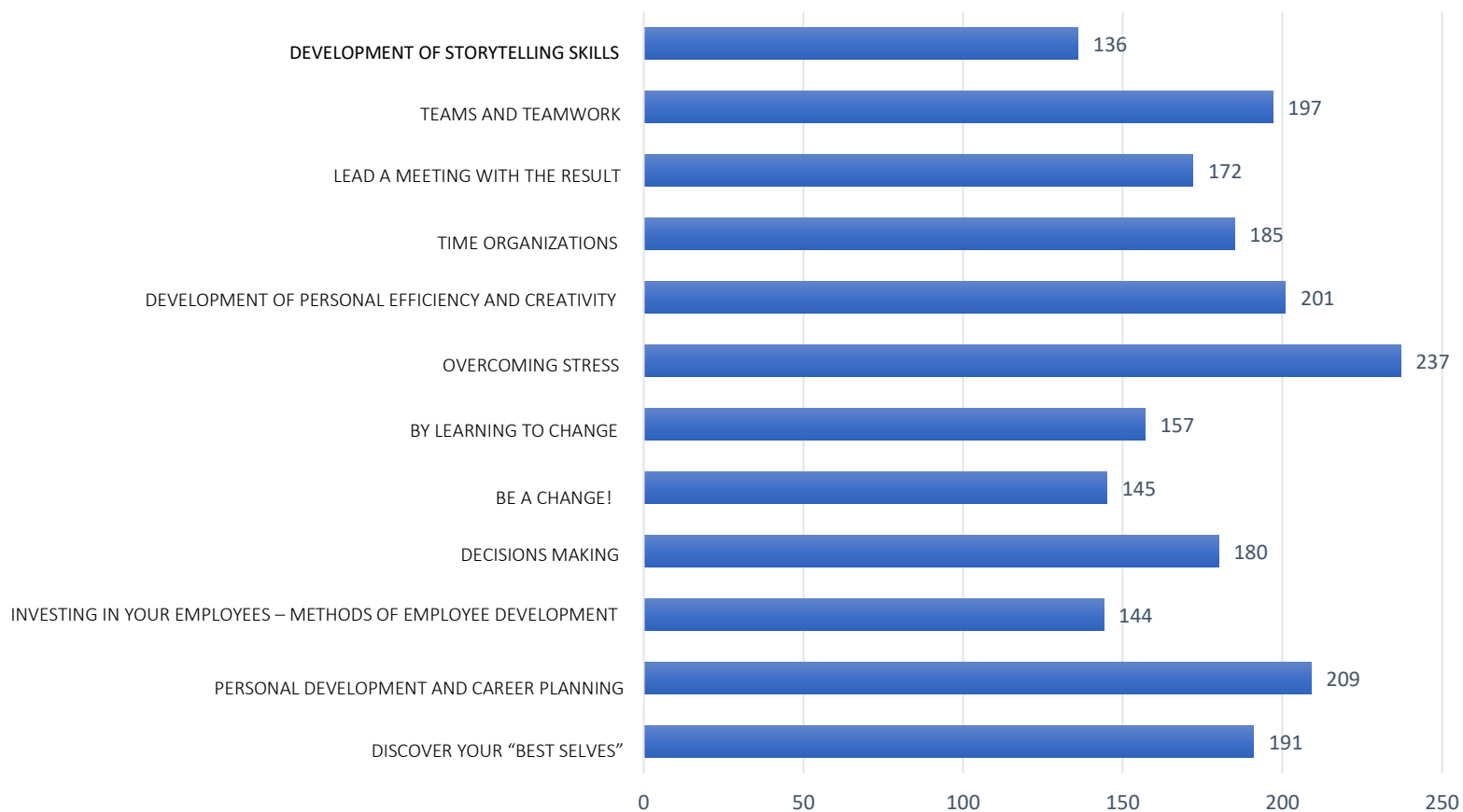




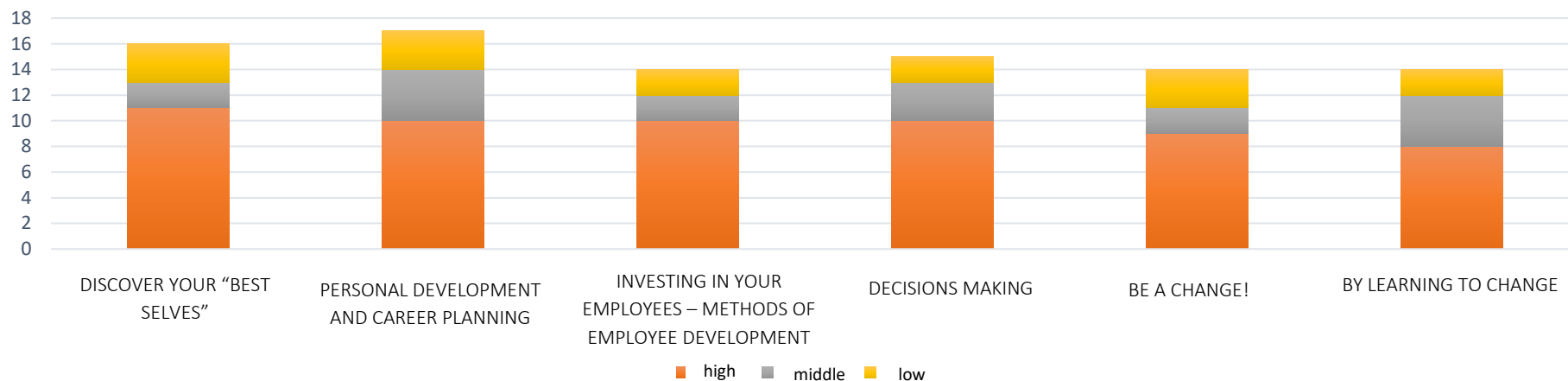
НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

PERSONAL DEVELOPMENT AND SKILLS

Needs of civil servants for topics in the field of Personal development and skills



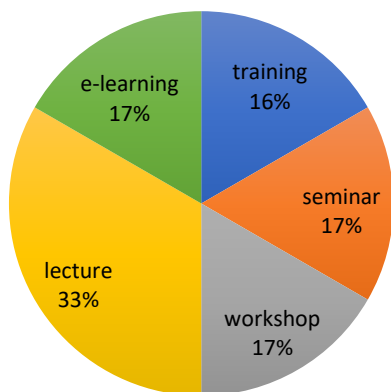
Priority level of topics in the field of Personal development and skills (1)



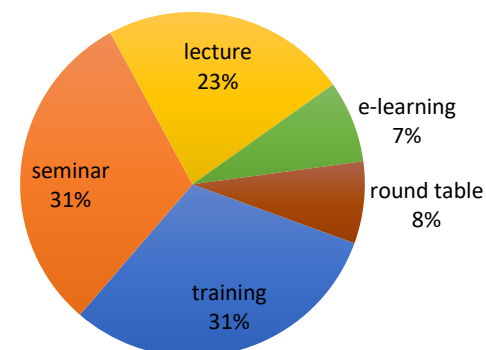
Priority level of topics in the field of Personal development and skills (2)



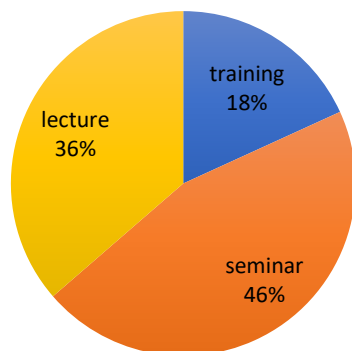
DISCOVER YOUR „BEST SELVES“



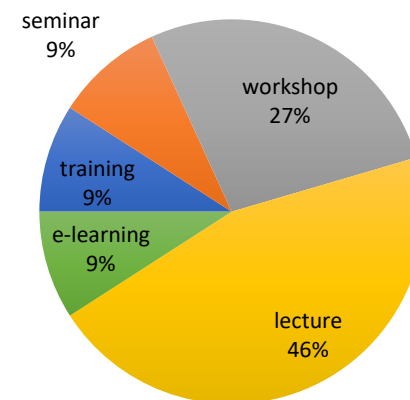
PERSONAL DEVELOPMENT AND CAREER PLANNING



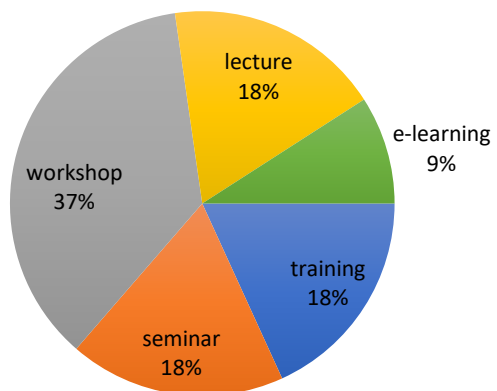
INVESTING IN YOUR EMPLOYEES - METHODS OF EMPLOYEE DEVELOPMENT



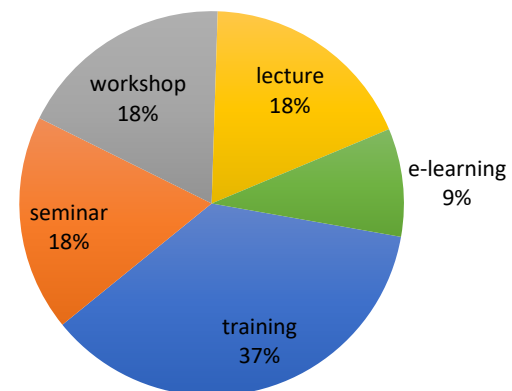
DECISIONS MAKING



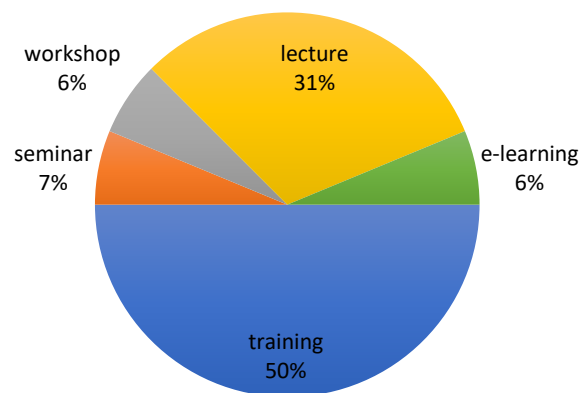
BE A CHANGE!



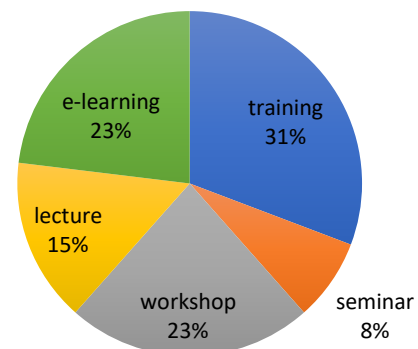
BY LEARNING TOWARDS CHANGES



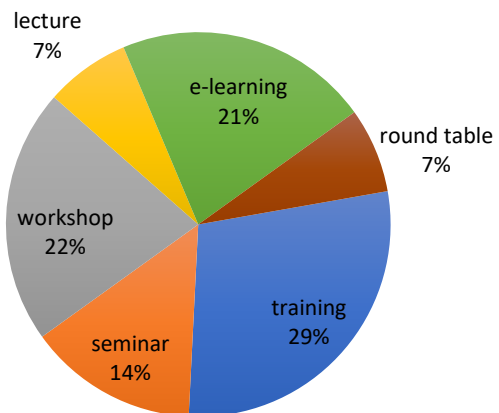
OVERCOMING STRESS



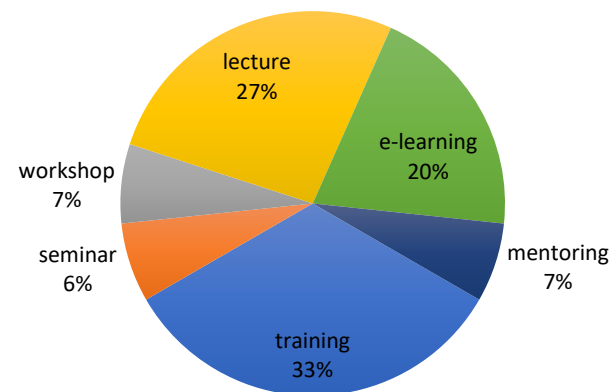
DEVELOPMENT OF PERSONAL EFFICIENCY AND CREATIVITY



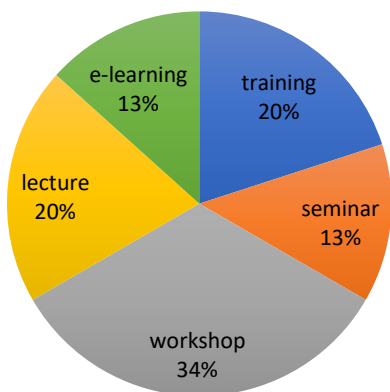
TIME ORGANIZATION



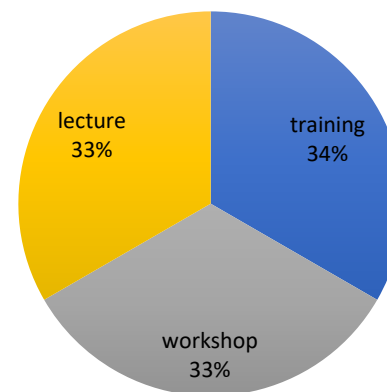
LEAD A MEETING WITH THE RESULT



TEAMS AND TEAMWORK

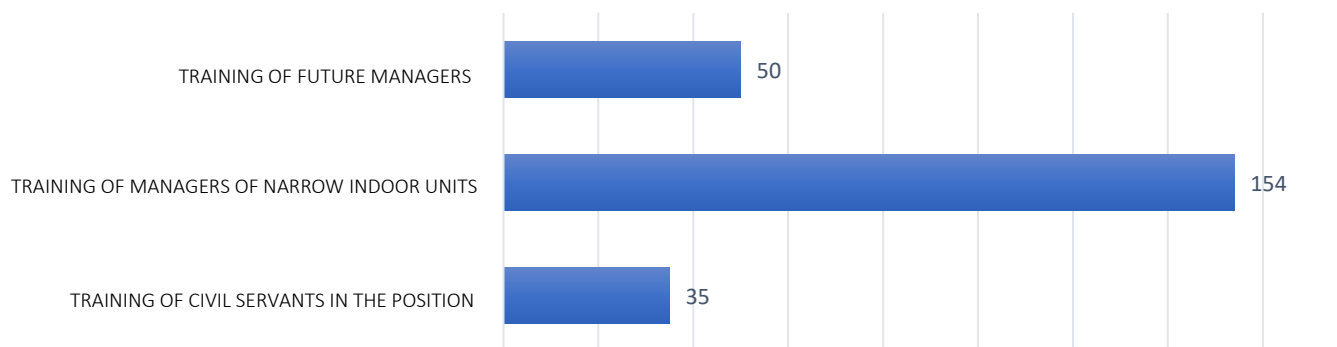


DEVELOPMENT OF STORYTELLING SKILLS

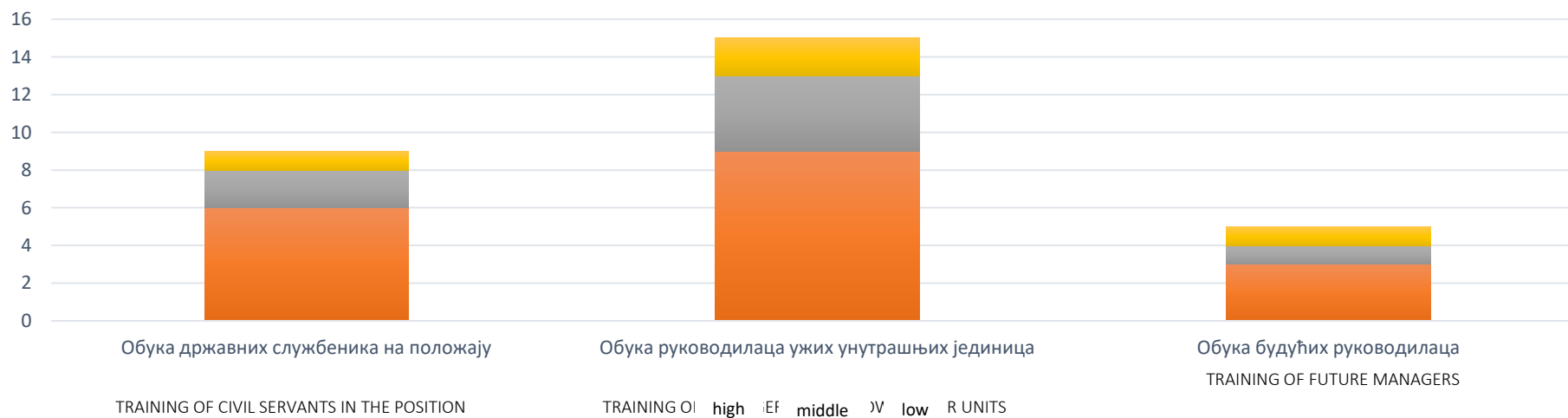


MANAGEMENT TRAINING

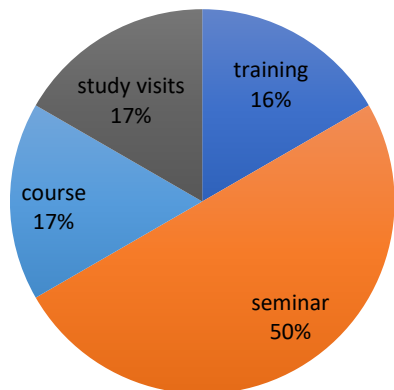
Needs of civil servants for topics in the field of Management training



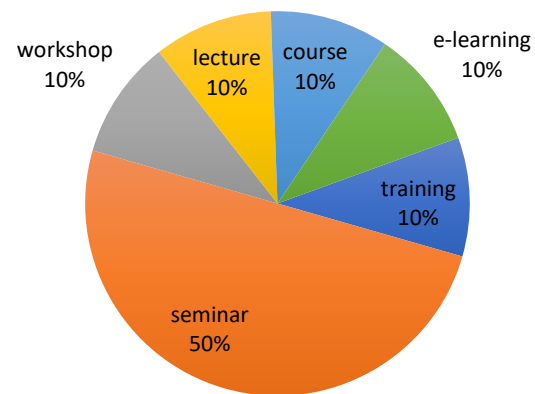
Priority level of topic in the field of Management training



TRAINING OF CIVIL SERVANTS IN POSITION



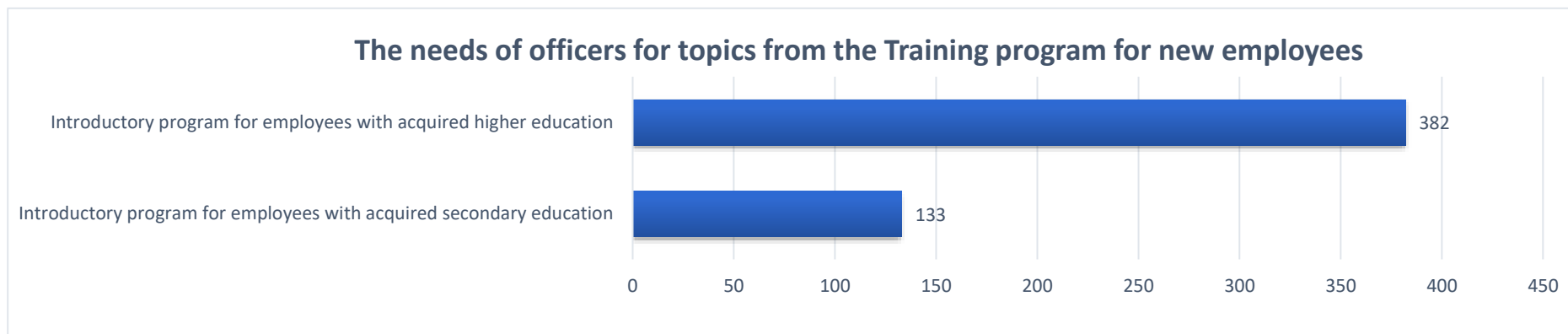
Training of managers of narrow indoor units



Training of future managers



Organizational needs for professional development of local self-government units
TRAINING OF NEW EMPLOYEES



^{48 48} The level of priority is the time period in which the realization of a certain training is necessary. A high level of priority represents the need to realize a certain topic in the next year; medium if realization is needed in the next 2-3 years, and low in the period longer than 3 years.

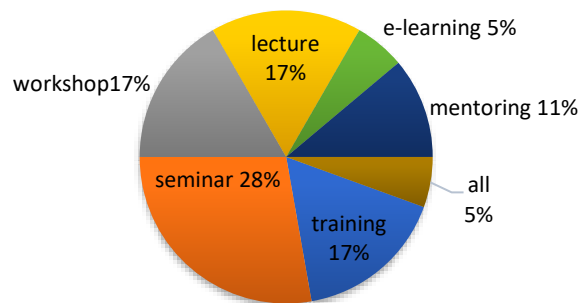
Introductory program for employees with acquired secondary education

Introductory program for employees with acquired higher education

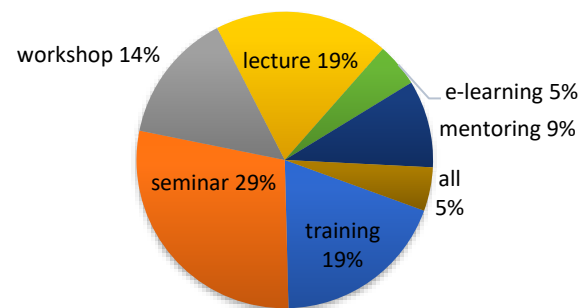
Degree of priority¹ of topics d of training of new employees

25

Introductory program for civil servants with secondary education



Introductory program for civil servants with higher education



IMPLEMENTATION OF REGULATIONS

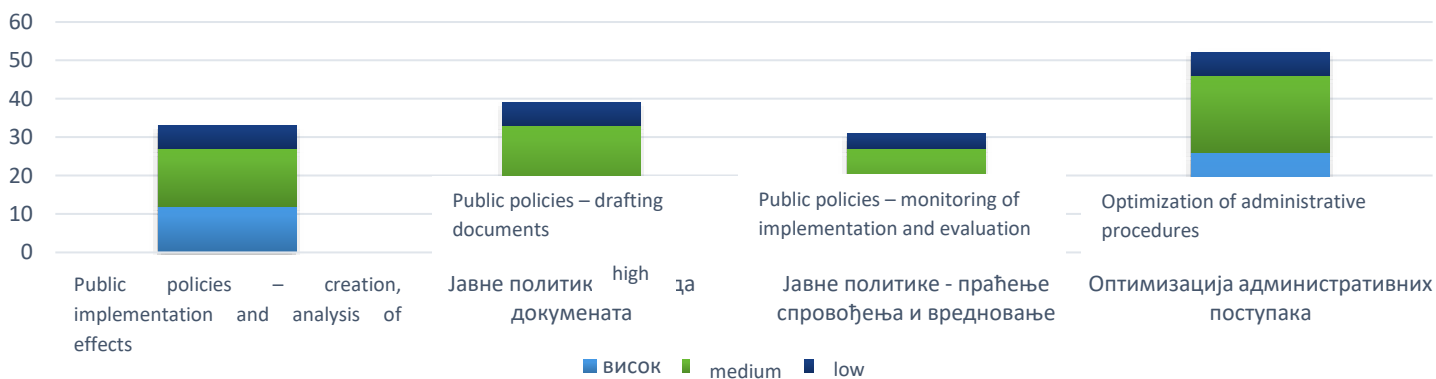
Needs of officers from topics in the area of Implementation of regulations



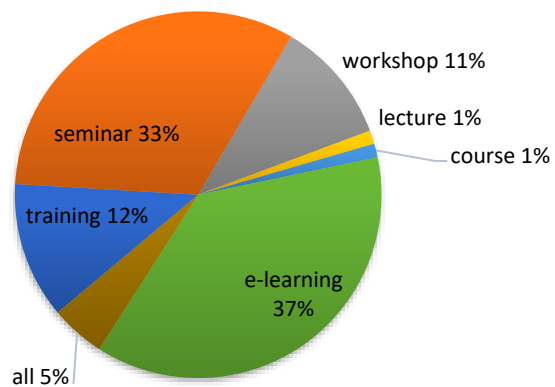
Degree of priority of topics in the area of Implementation of regulations (1)



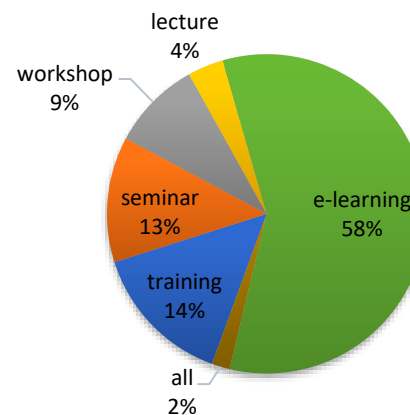
Degree of priority of topics in the area of Implementation of regulations (2)



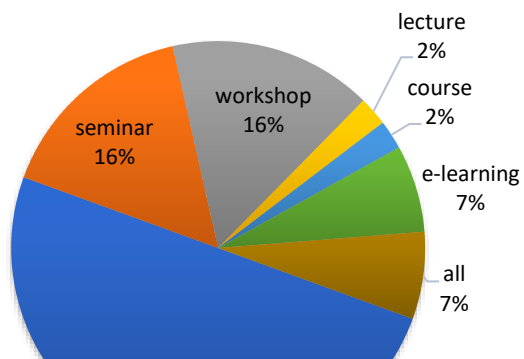
General administrative procedure



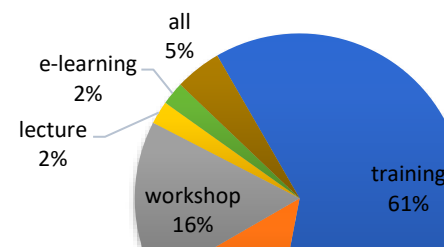
Inspection supervision - online training



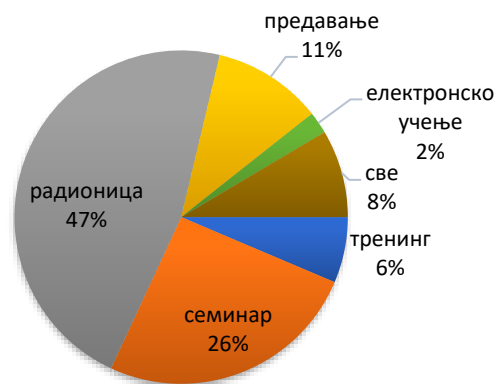
Towards more efficient inspections



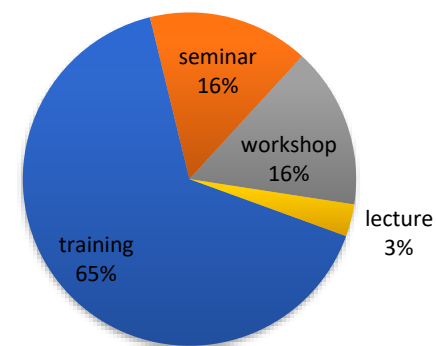
Inspection supervision - communication skills and professional conduct of inspectors



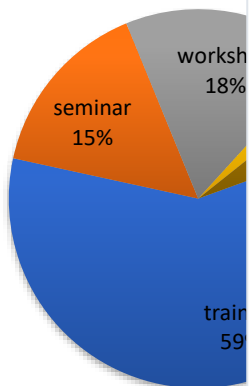
Development of financial plans of users



Public policies - creation, implementation and analysis of effects

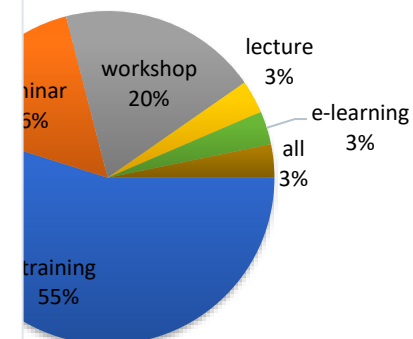
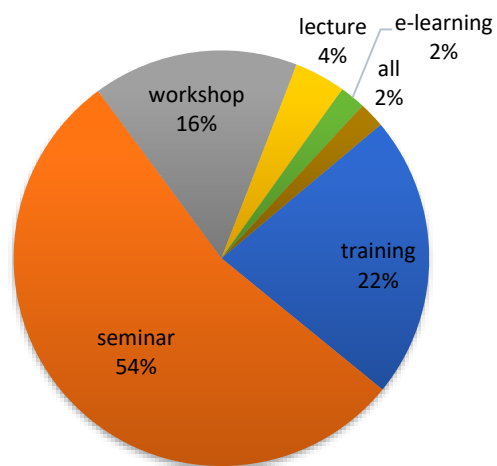


Public policies - drafting documents



Public policies - monitoring of ation and evaluation

Optimization of administrative procedures

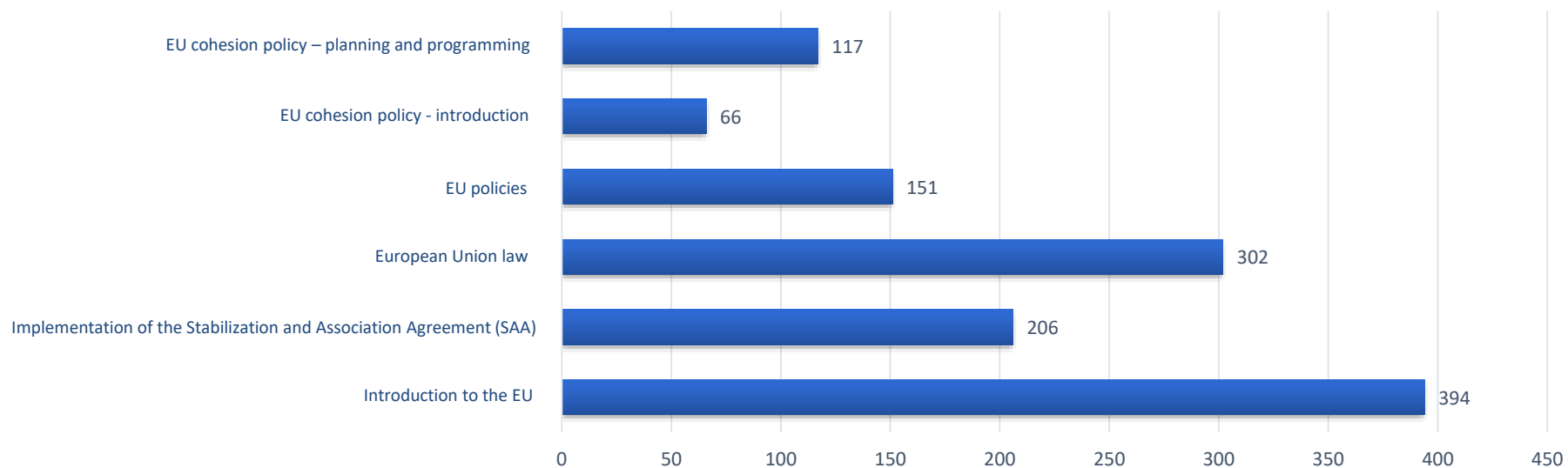




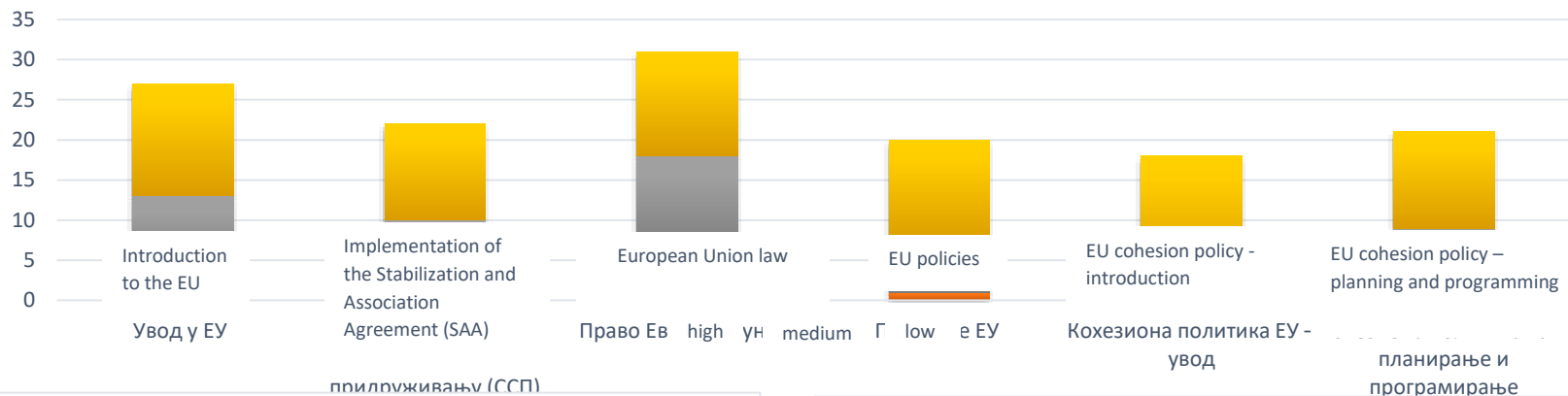
НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

EUROPEAN INTEGRATION

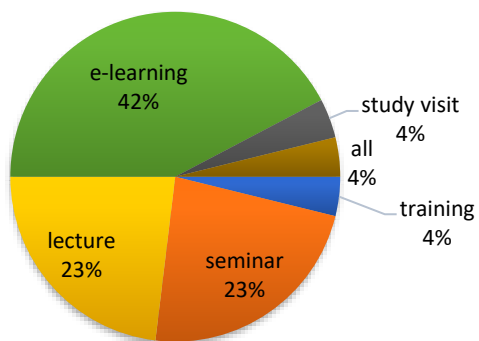
Needs of officers for topics from the area of European integration



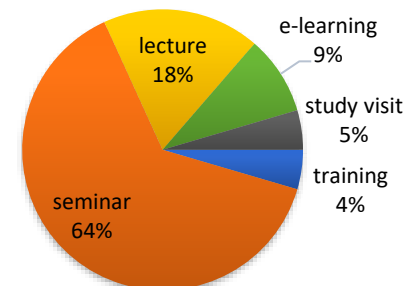
Degree of priority of topics in the area of European integration



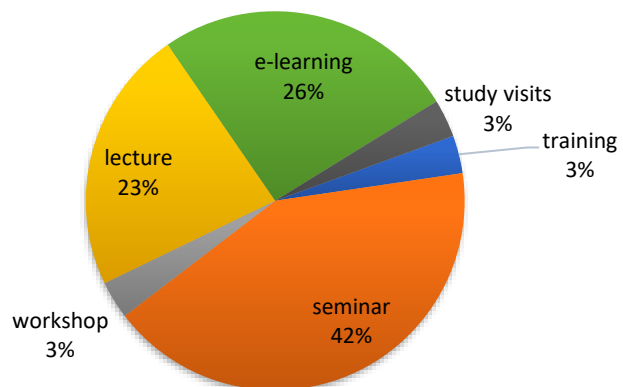
Introduction to the EU



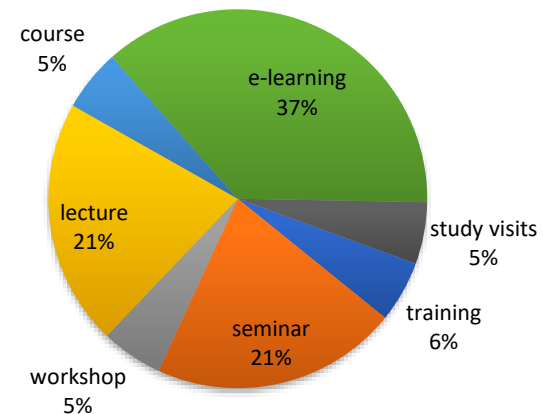
Implementation of the Stabilization and Association Agreement (SAA)



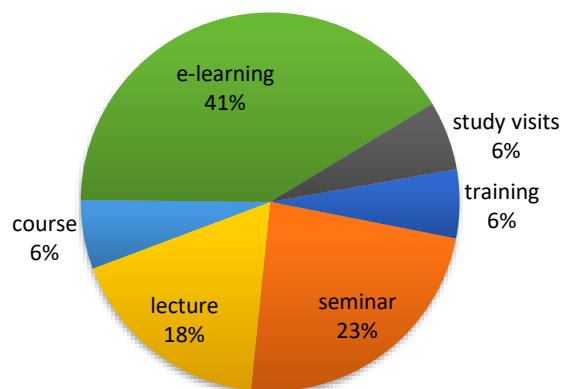
European Union law



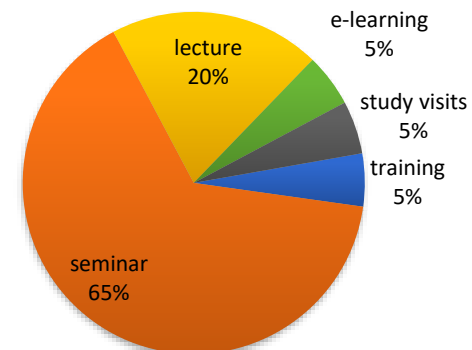
EU policies



EU cohesion policy – introduction

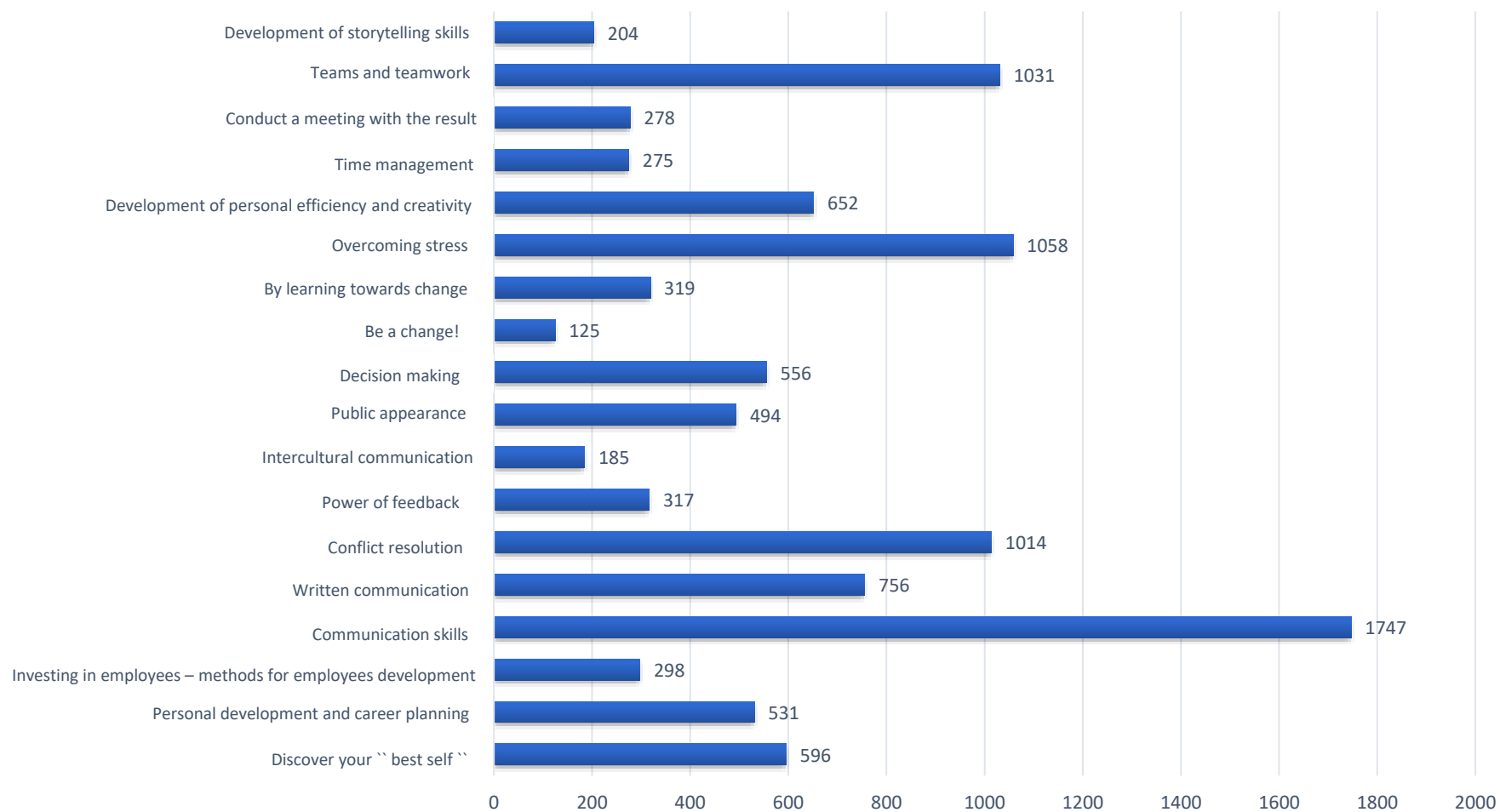


EU cohesion policy – planning and programming

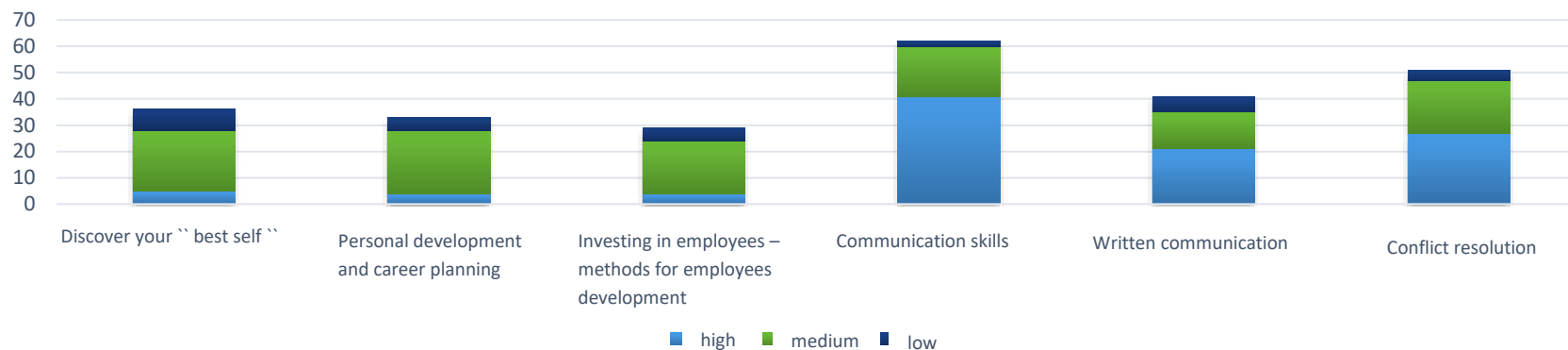


PERSONAL DEVELOPMENT AND SKILLS

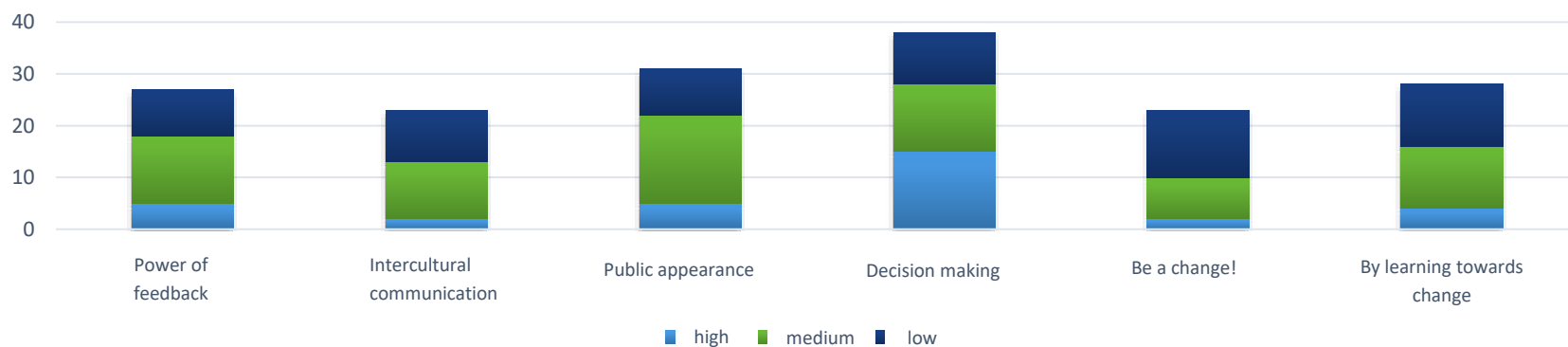
Needs of officers for topics from the area of Personal development and skills



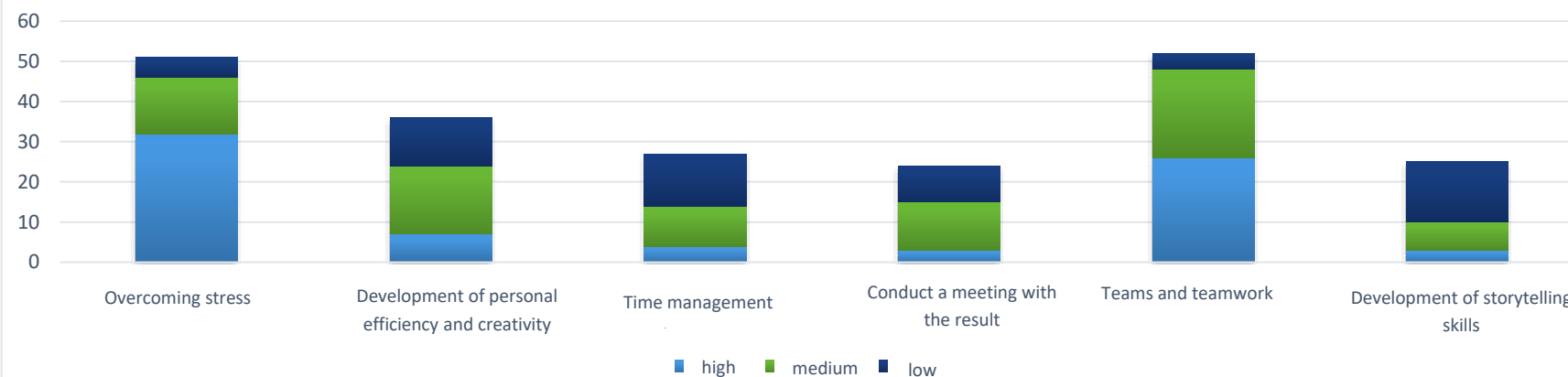
Degree of priority of topics from the area Personal development and skills (1)



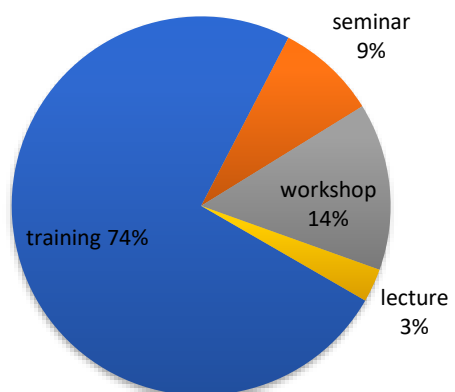
Degree of priority of topics from the area Personal development and skills (2)



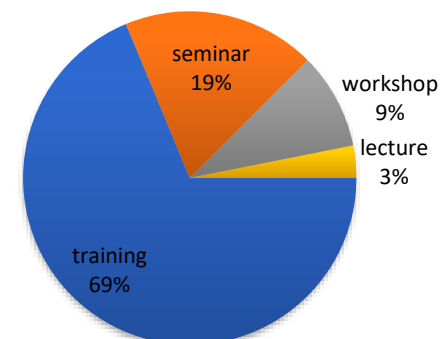
Degree of priority of topics from the area Personal development and skills (3)



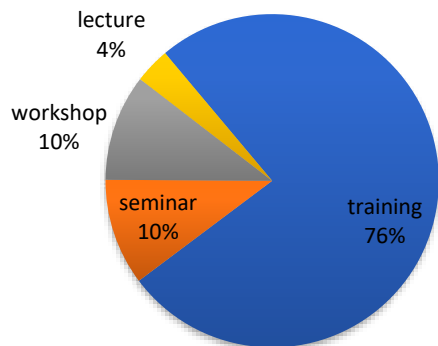
Discover your „best self“



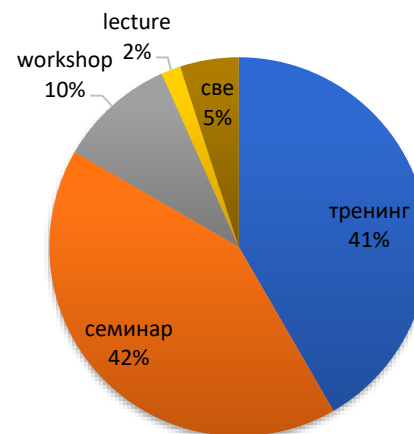
Personal development and career planning



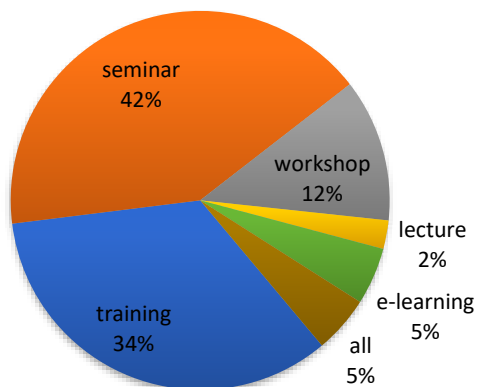
Investing in employees – methods for employees development



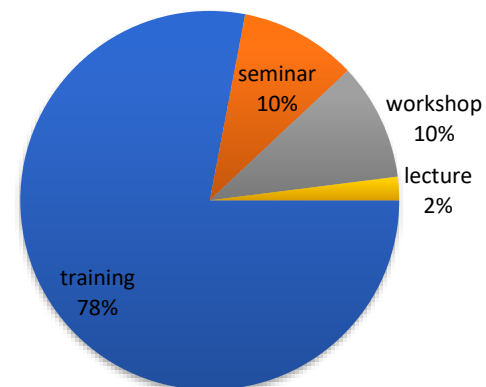
Communication skills



Written communication



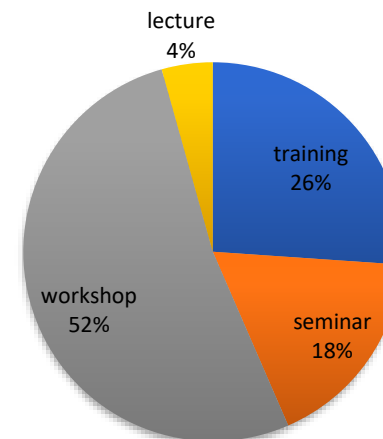
Conflict resolution



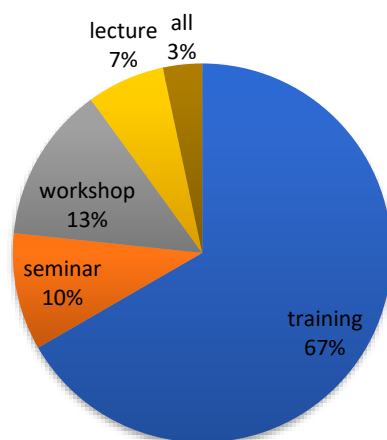
Power of feedback



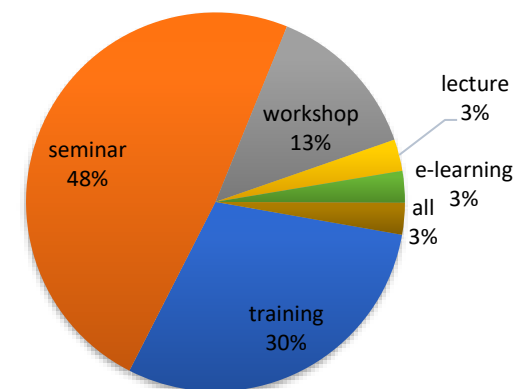
Intercultural communication



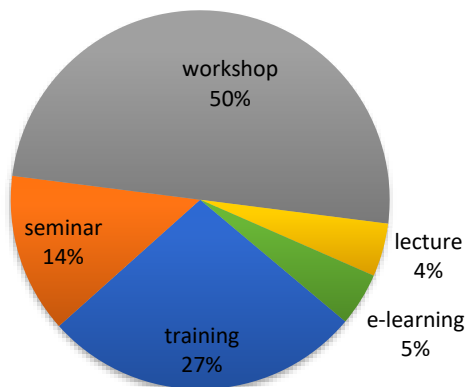
Public appearance



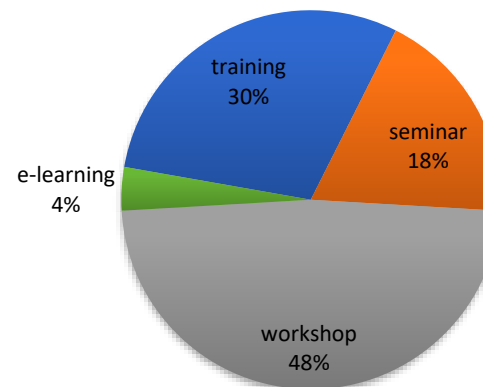
Decision making



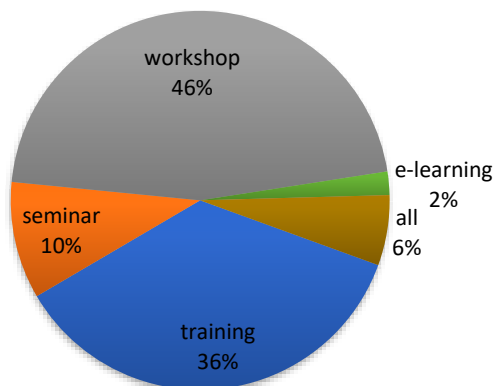
Be a change!



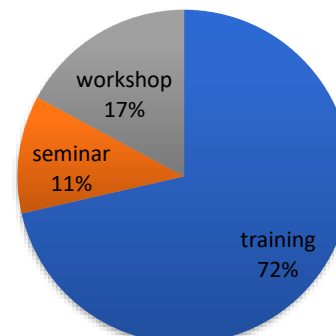
By learning towards change



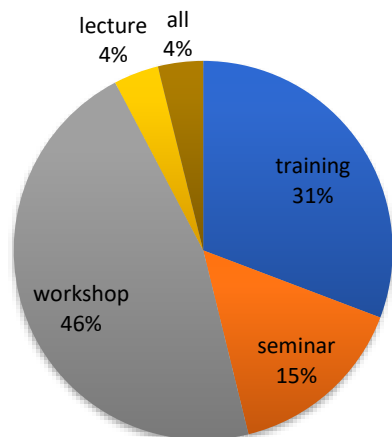
Overcoming stress



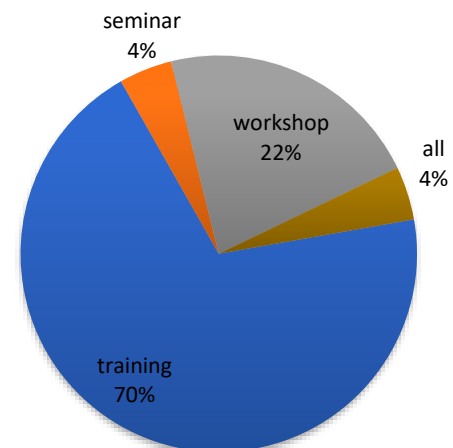
Development of personal efficiency and creativity



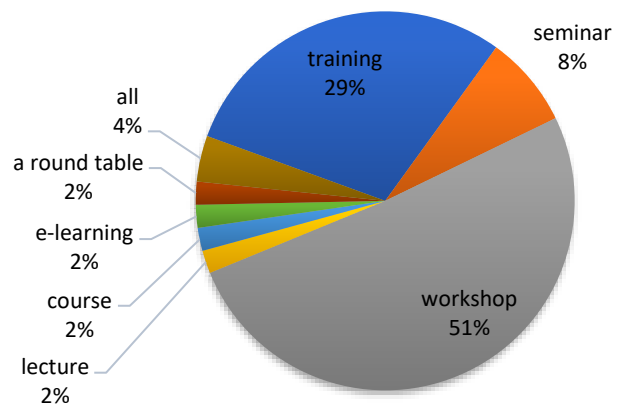
Time management



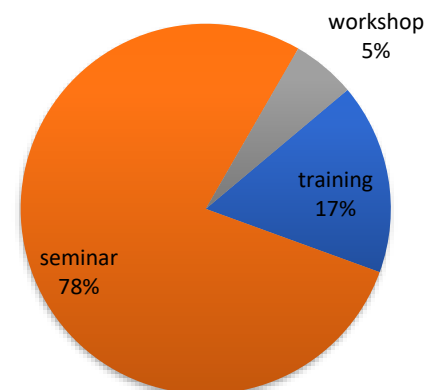
Conduct a meeting with the result



Team and teamwork

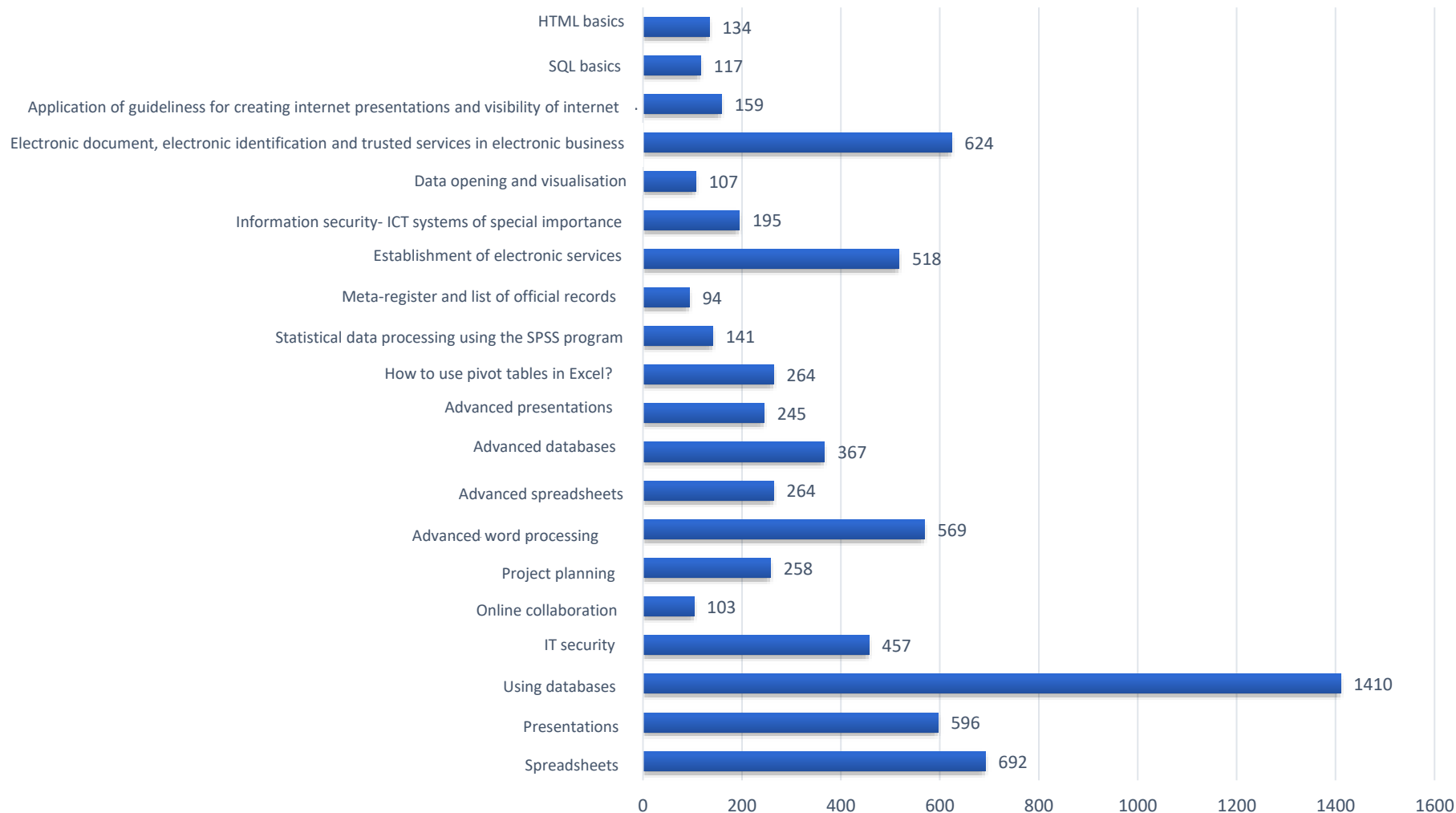


Development of storytelling skills

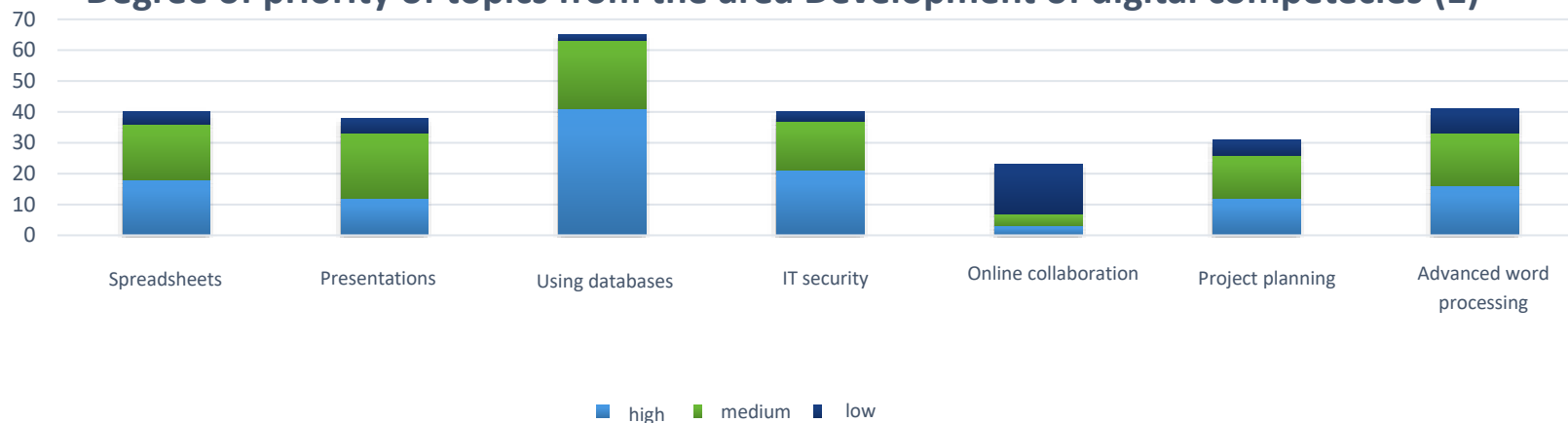


DEVELOPMENT OF DIGITAL COMPETENCIES

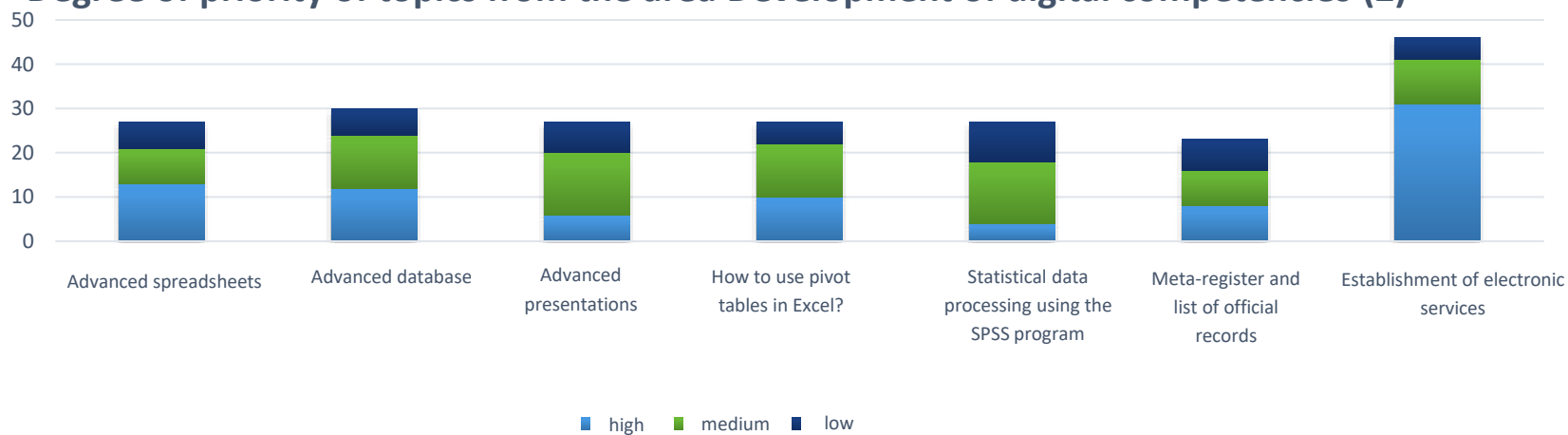
Needs of officers for topics from the area Development of digital competencies



Degree of priority of topics from the area Development of digital competecies (1)

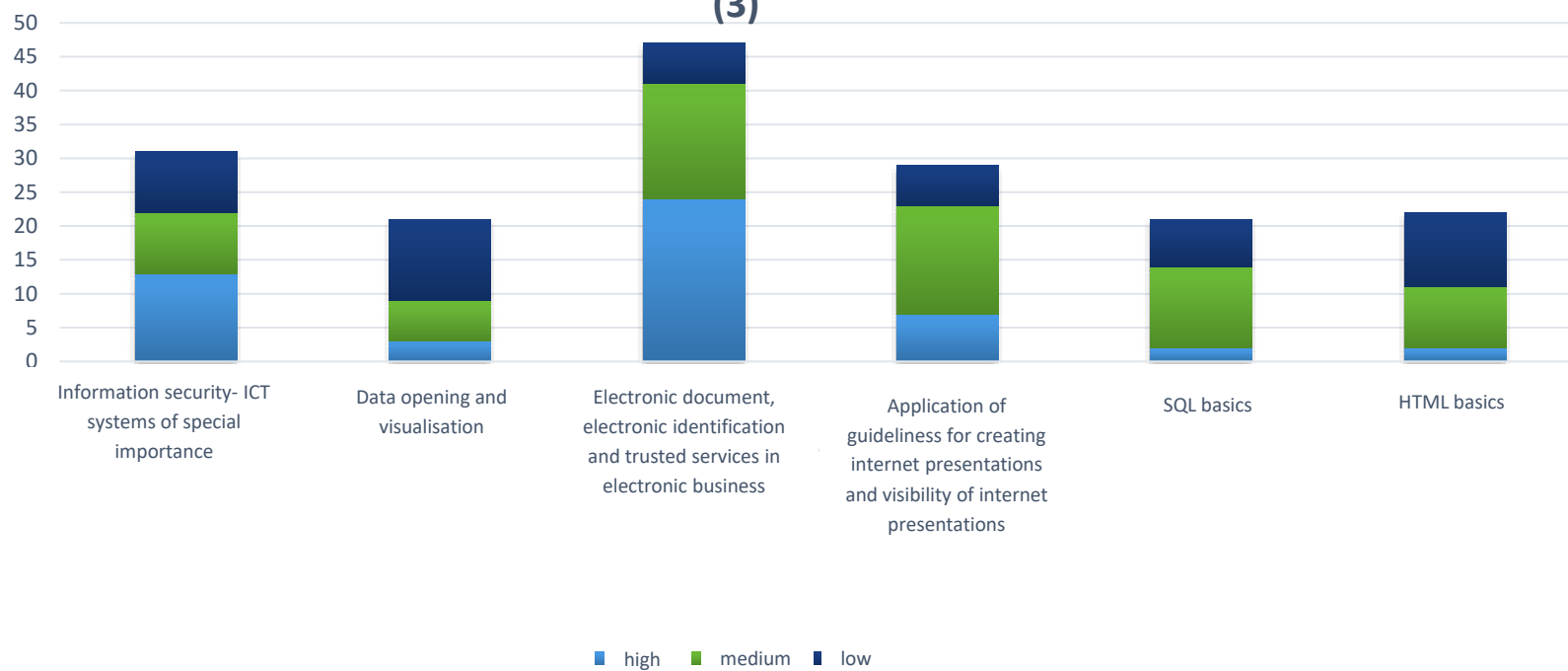


Degree of priority of topics from the area Development of digital competencies (2)

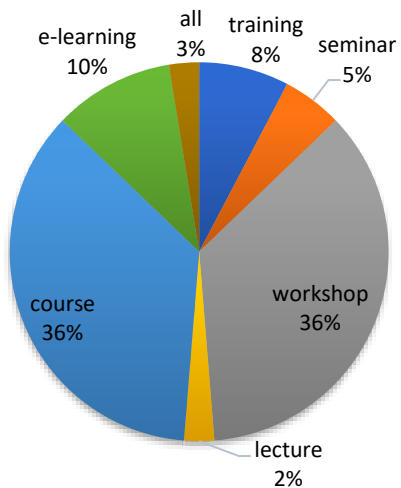


Degree of priority of topics from the area Development of digital competencies

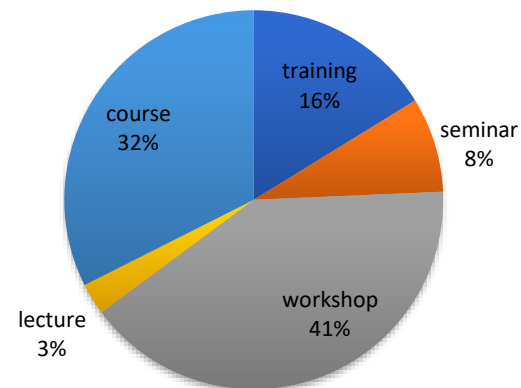
(3)



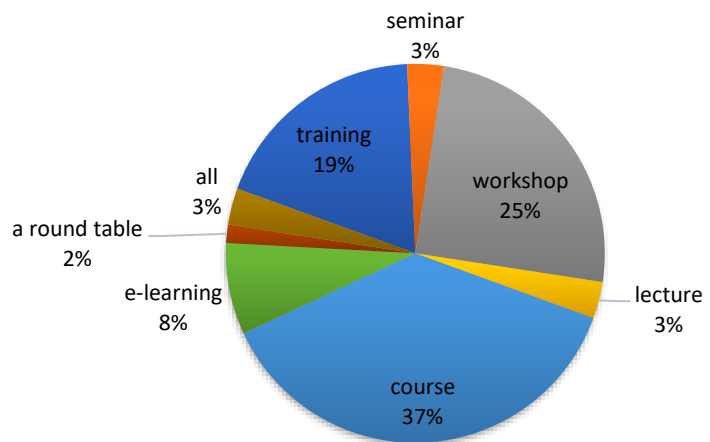
Spreadsheets

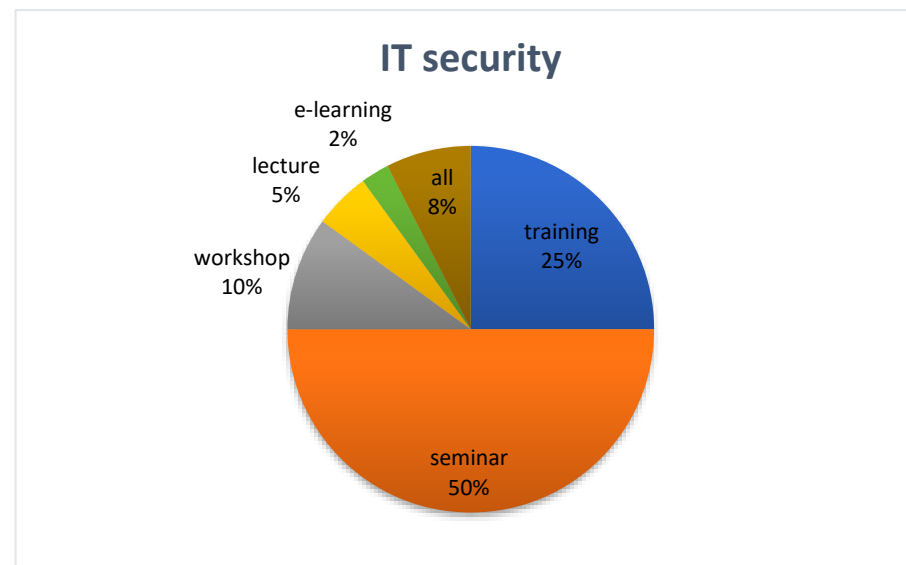


Presentations

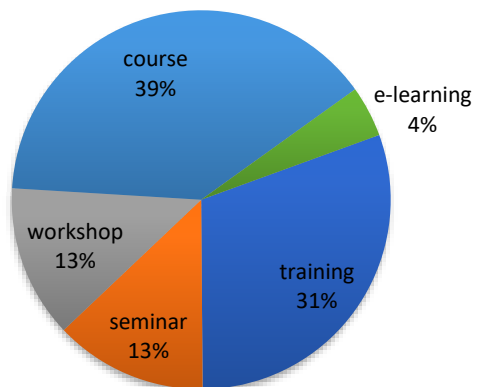


Using databases

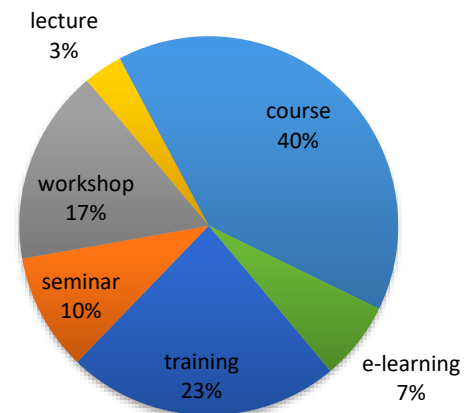




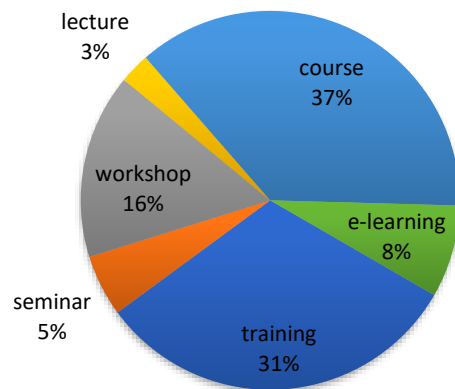
Online collaboration



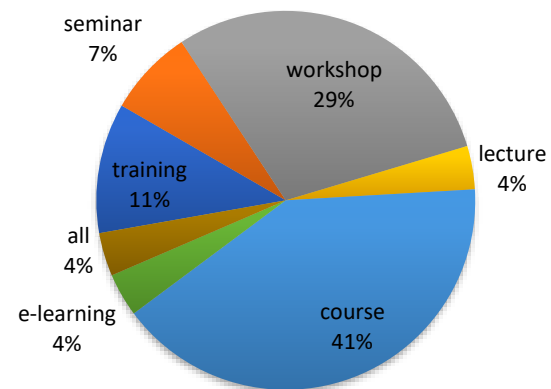
Project planning



Advanced word processing



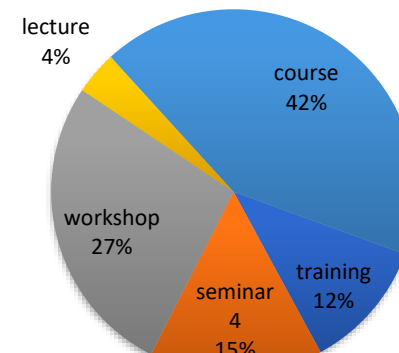
Advanced spreadsheets



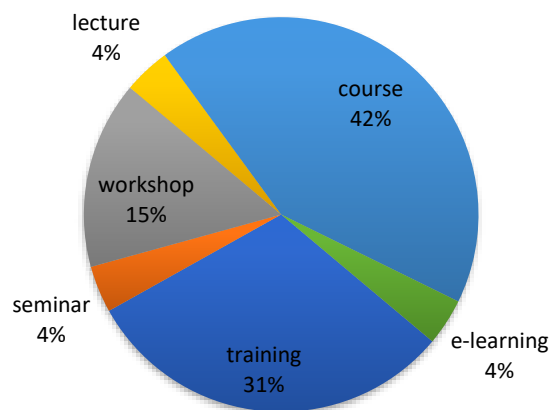
Advanced databases



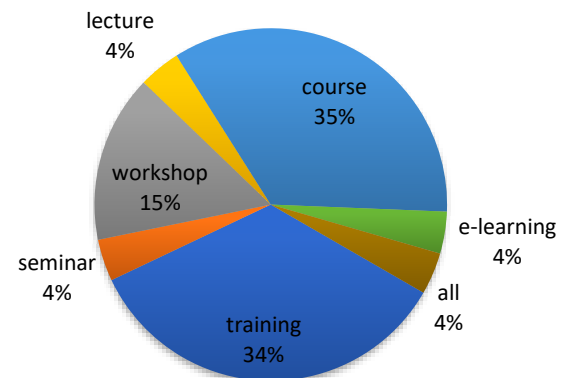
Advanced presentations



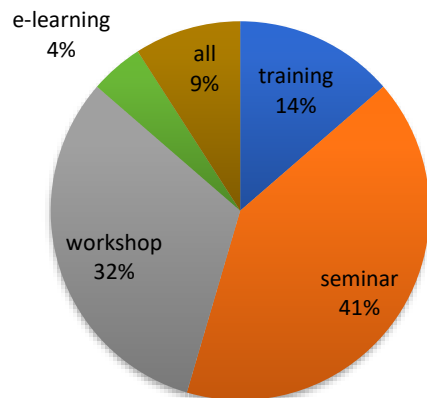
How to use pivot tables in Excel?



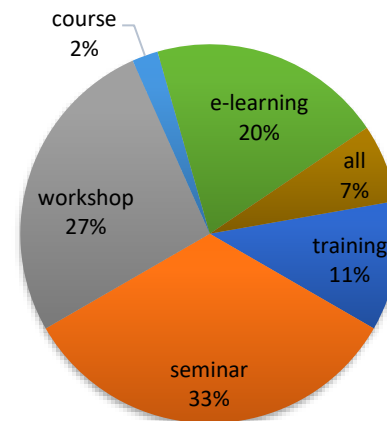
Statistical data processing using the SPSS program



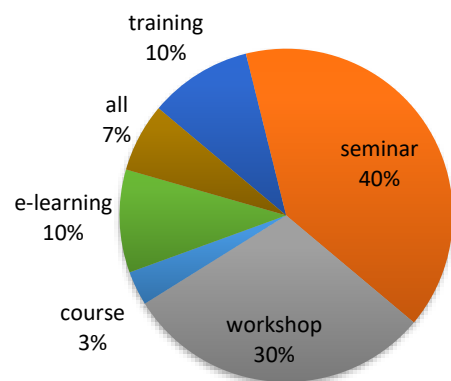
Meta-register and list of official records



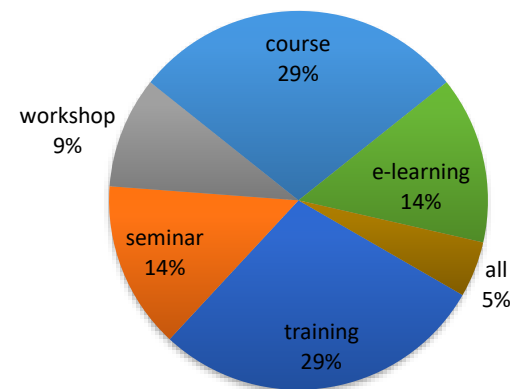
Establishment of electronic services



Information security – ICT systems of special importance

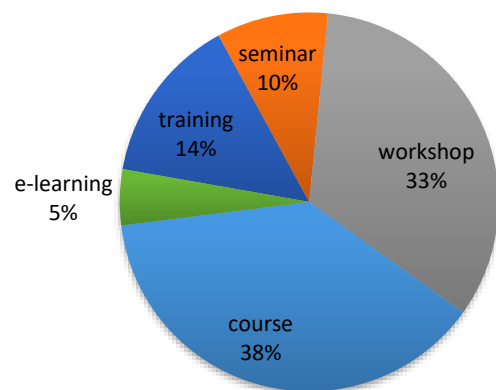


Data opening and visualisation



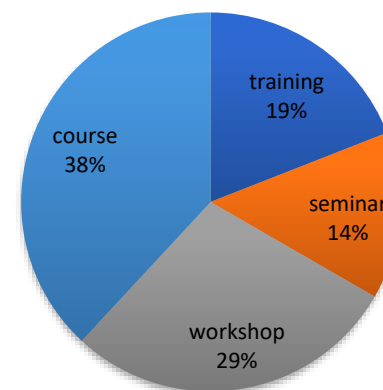
Electronic document, electronic

SQL basics

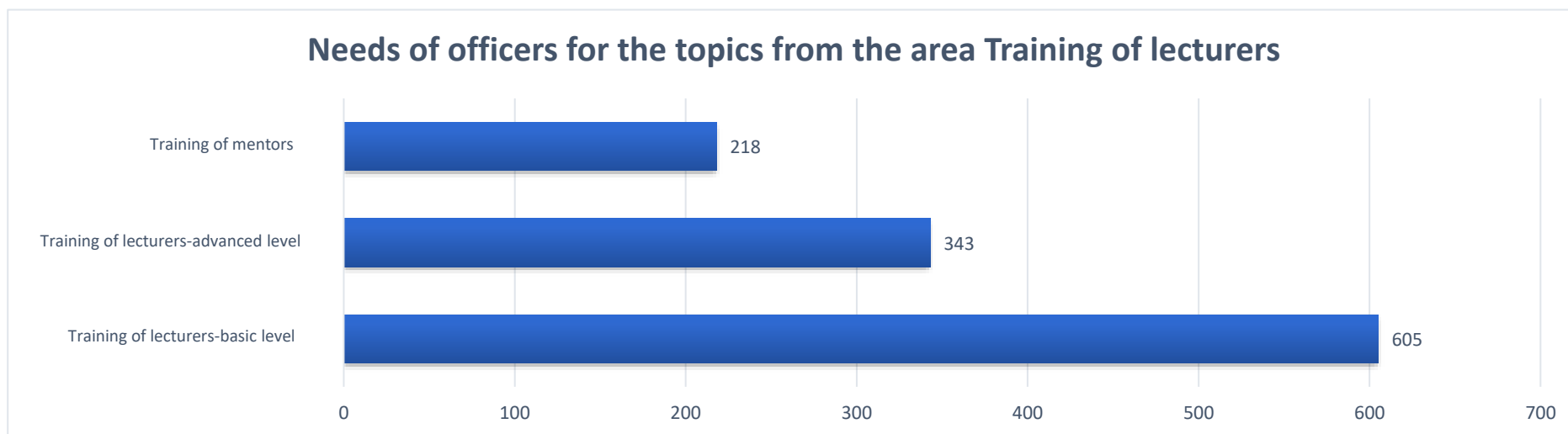


Application of guidelines for creating

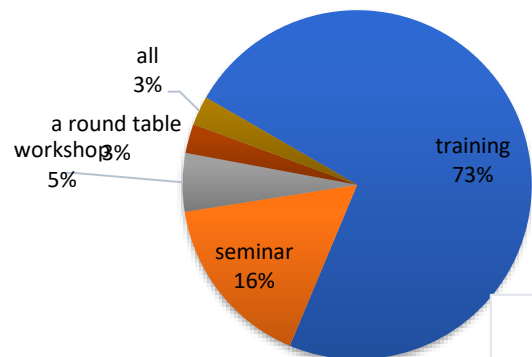
HTML basics



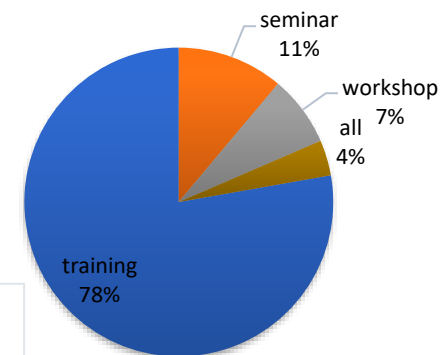
TRAINING OF LECTURERS



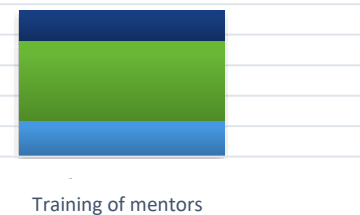
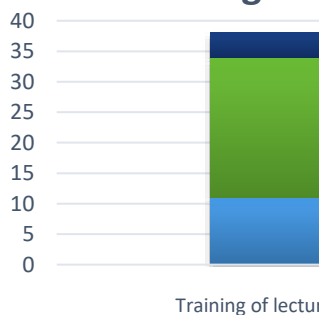
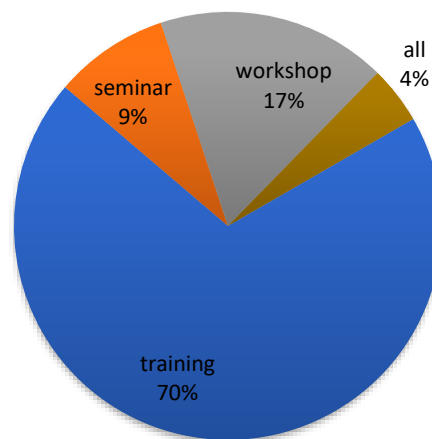
Training of lecturers – basic level



Training of lecturers – advanced level



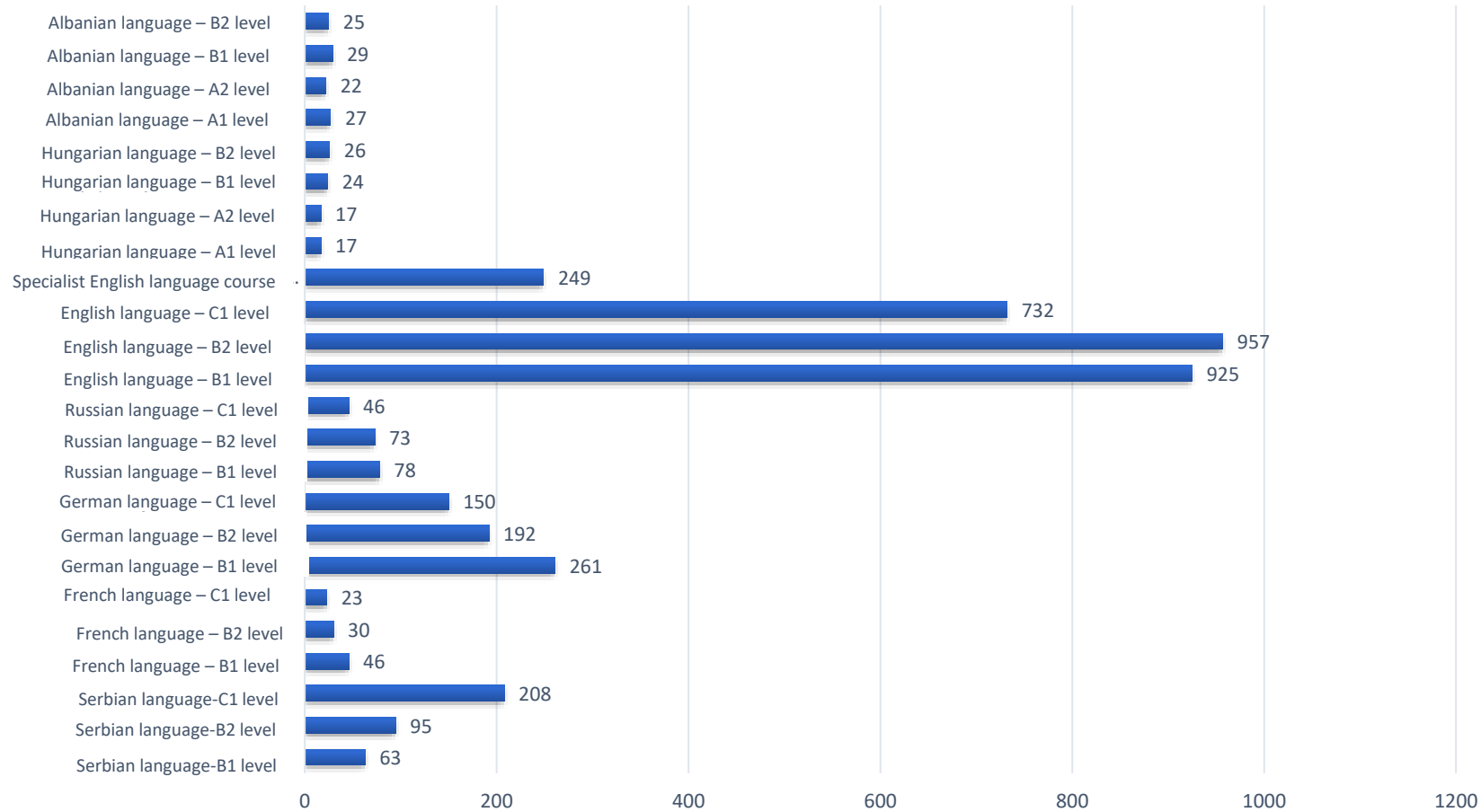
Training of mentors





НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

Needs of officers for the topics from the area of Development of language competencies

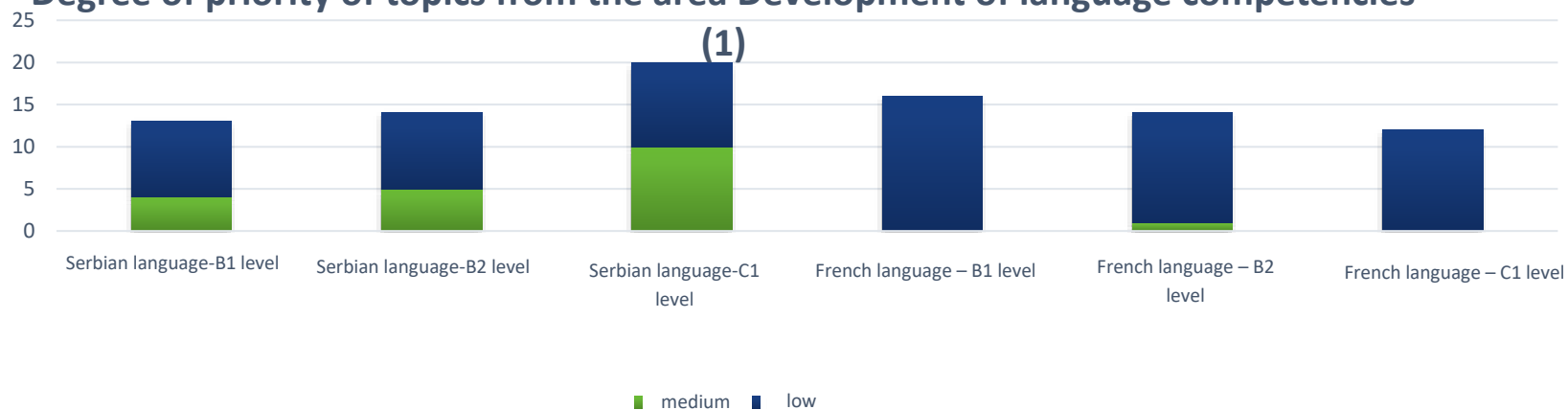


DEVELOPMENT OF LANGUAGE COMPETENCIES

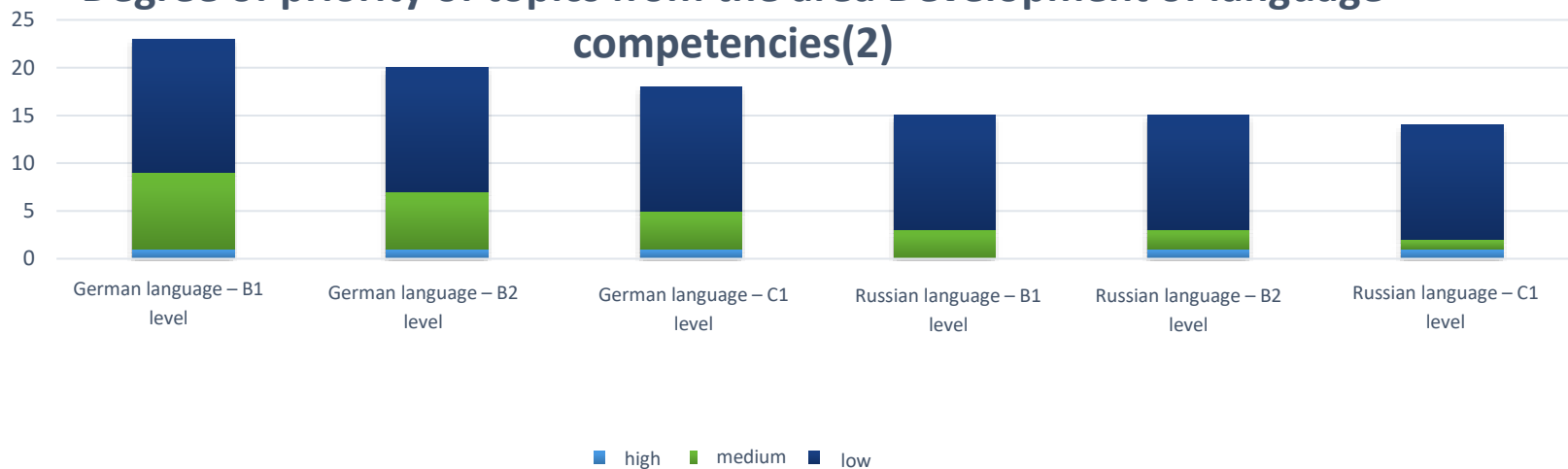


НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

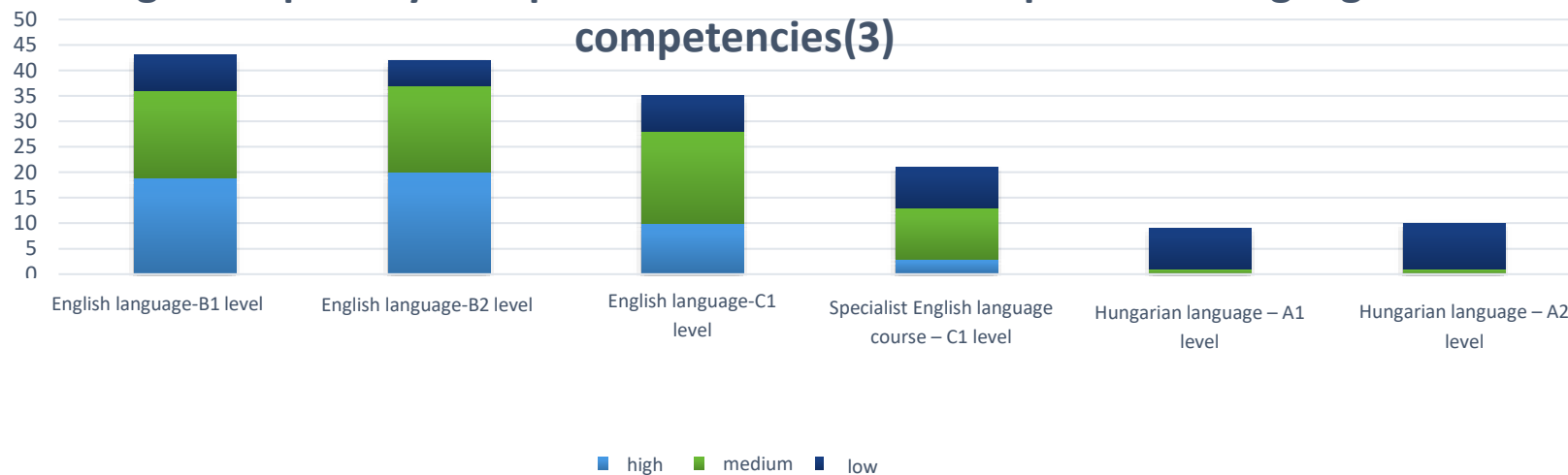
Degree of priority of topics from the area Development of language competencies (1)



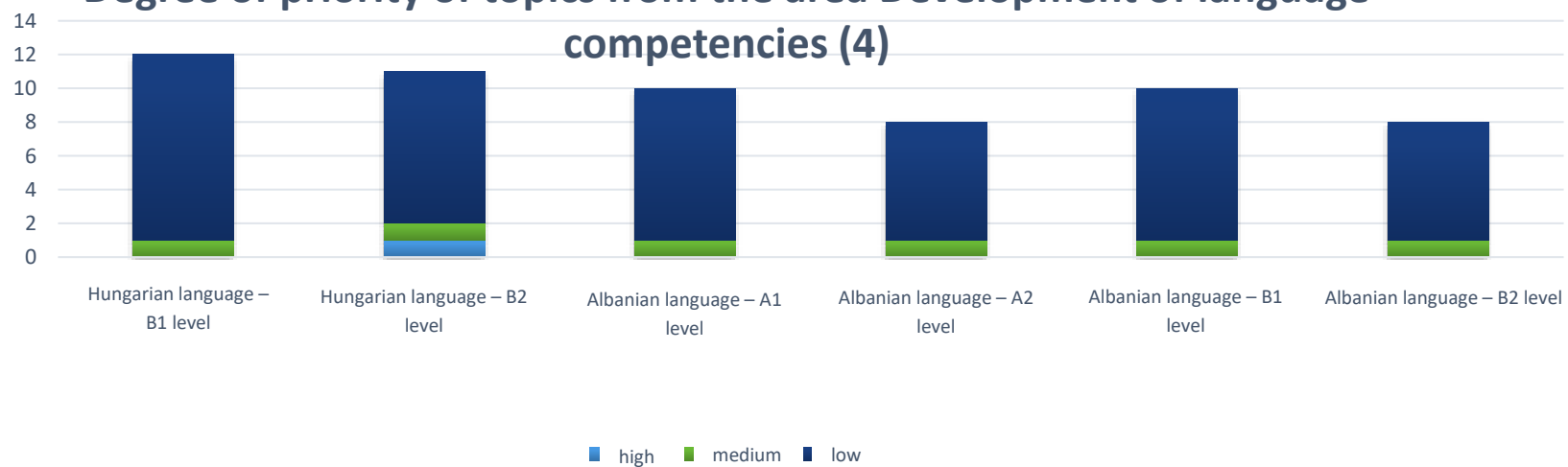
Degree of priority of topics from the area Development of language competencies(2)



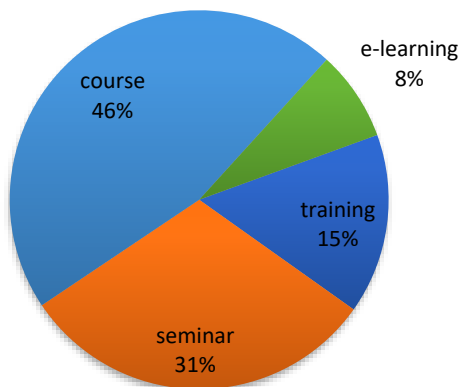
Degree of priority of topics from the area Development of language competencies(3)



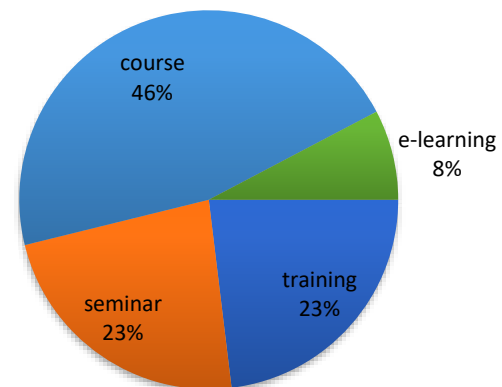
Degree of priority of topics from the area Development of language competencies (4)



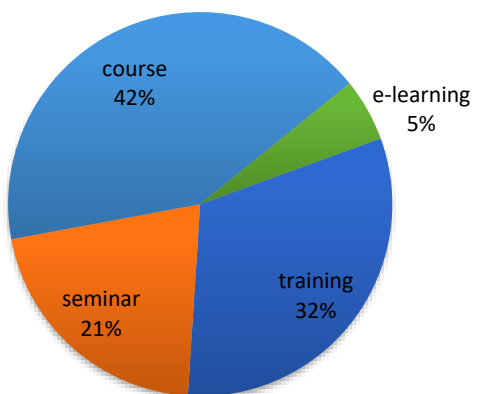
Serbian language – B1 level



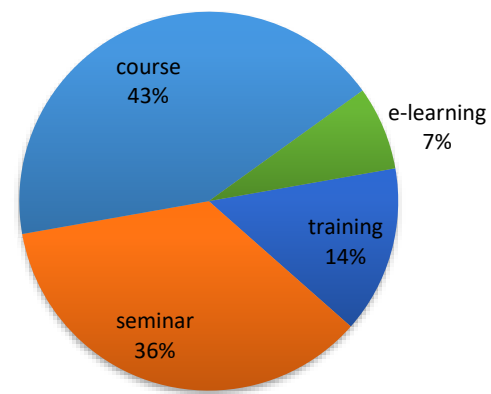
Serbian language – B2 level



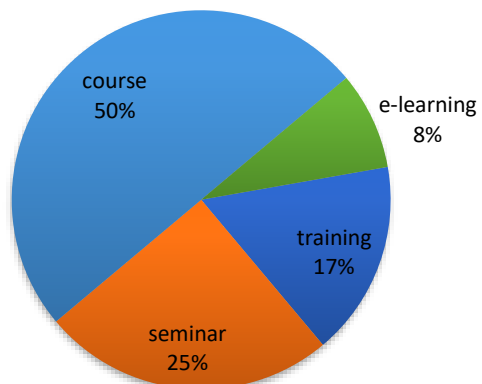
Serbian language – C1 level



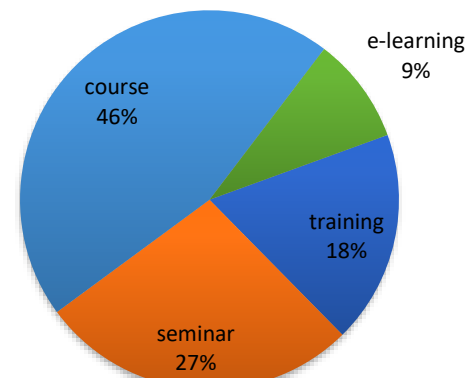
French language – B1 level



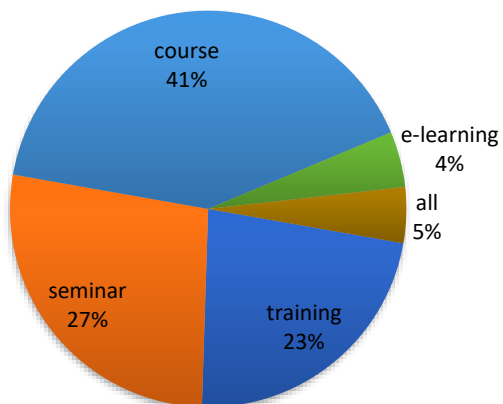
French language – B2 level



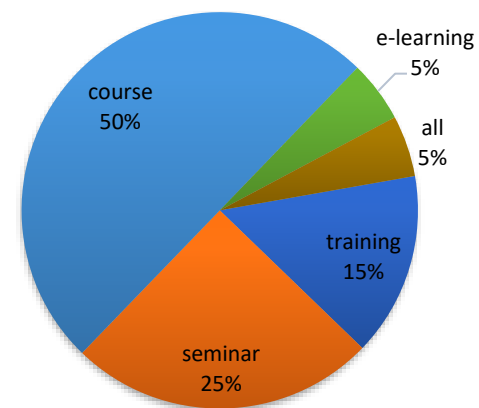
French language – C2 level



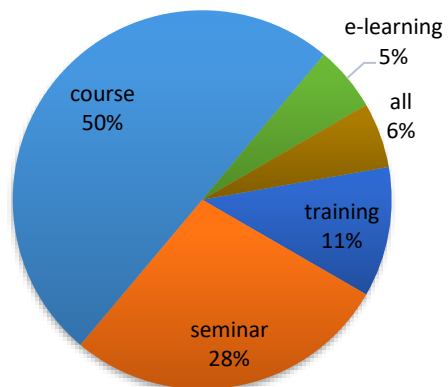
German language – B1 level



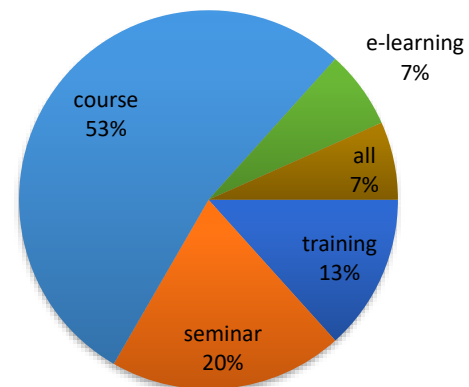
German language - B2 level



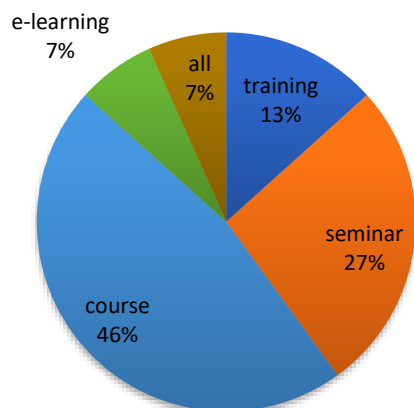
German language – C1 level



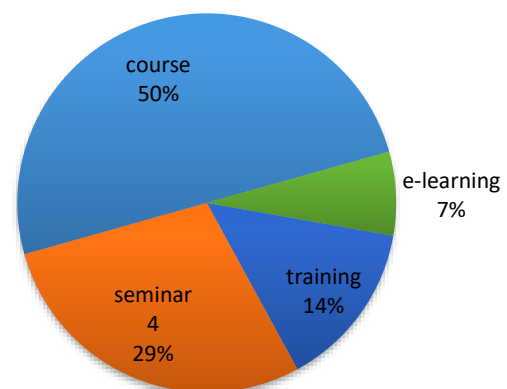
Russian language – B1 level



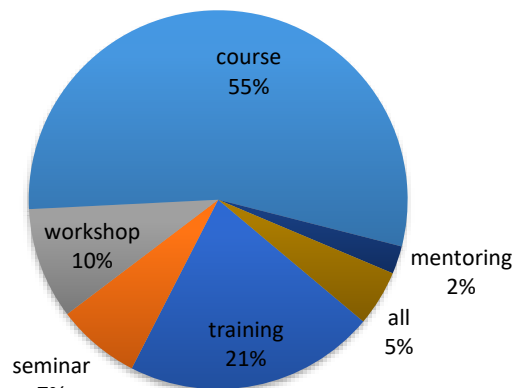
Russian language – B2 level



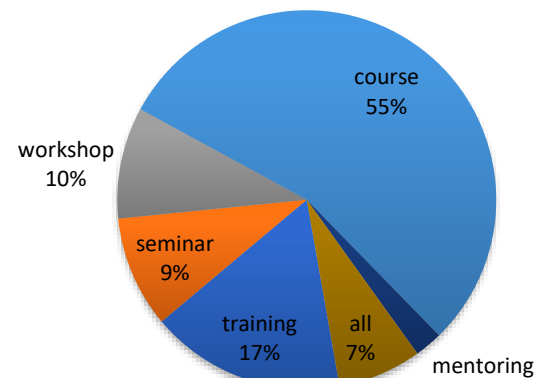
Russian language – C1 level



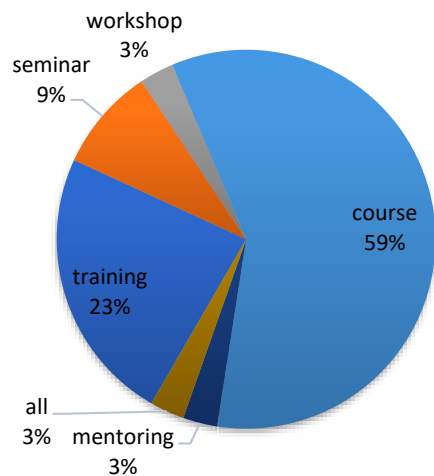
English language – B1 level



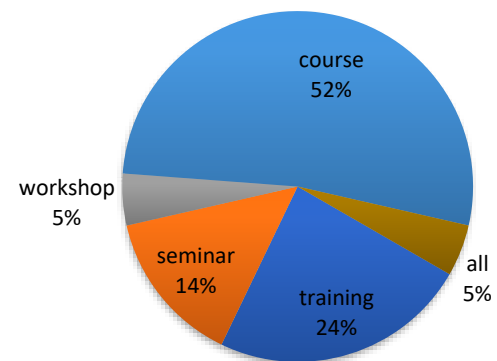
English language – B2 level



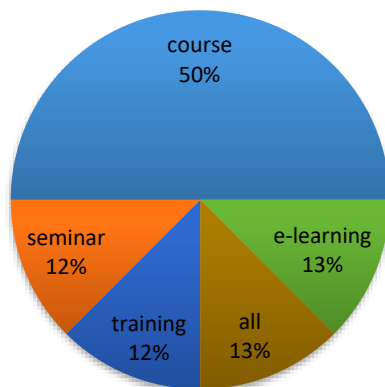
English language – C1 level



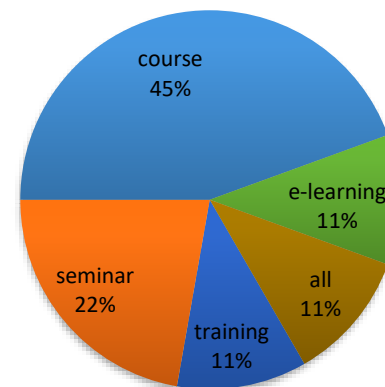
Specialist English language Course – C1 level



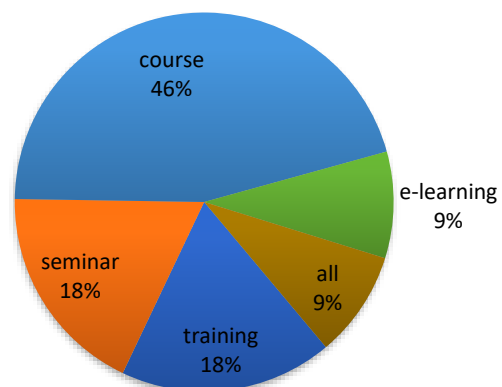
Hungarian language – A1 level



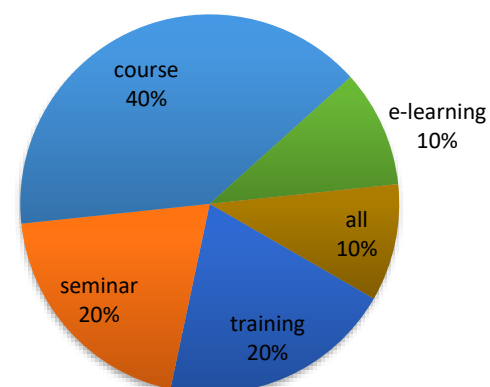
Hungarian language – A2 level



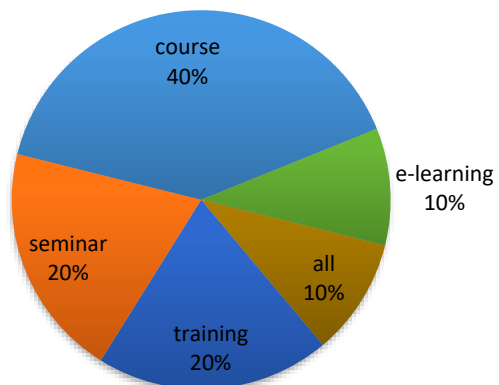
Hungarian language – B1 level



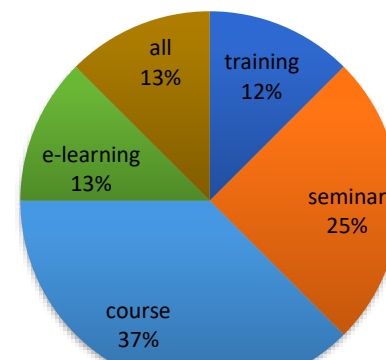
Hungarian language – B2 level



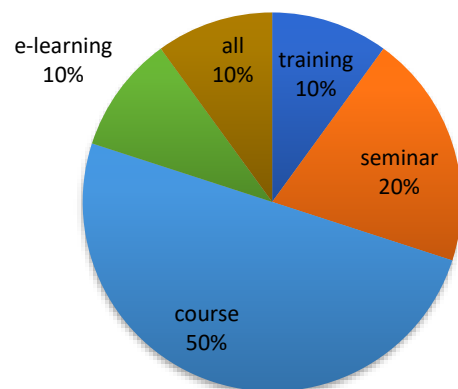
Albanian language – A1 level



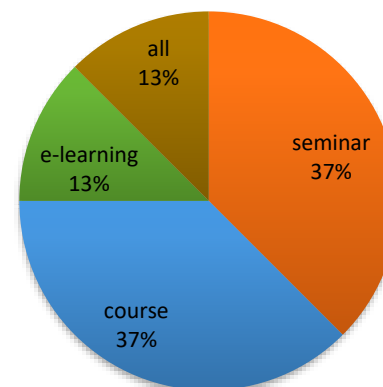
Albanian language – A2 language



Albanian language – B1 level

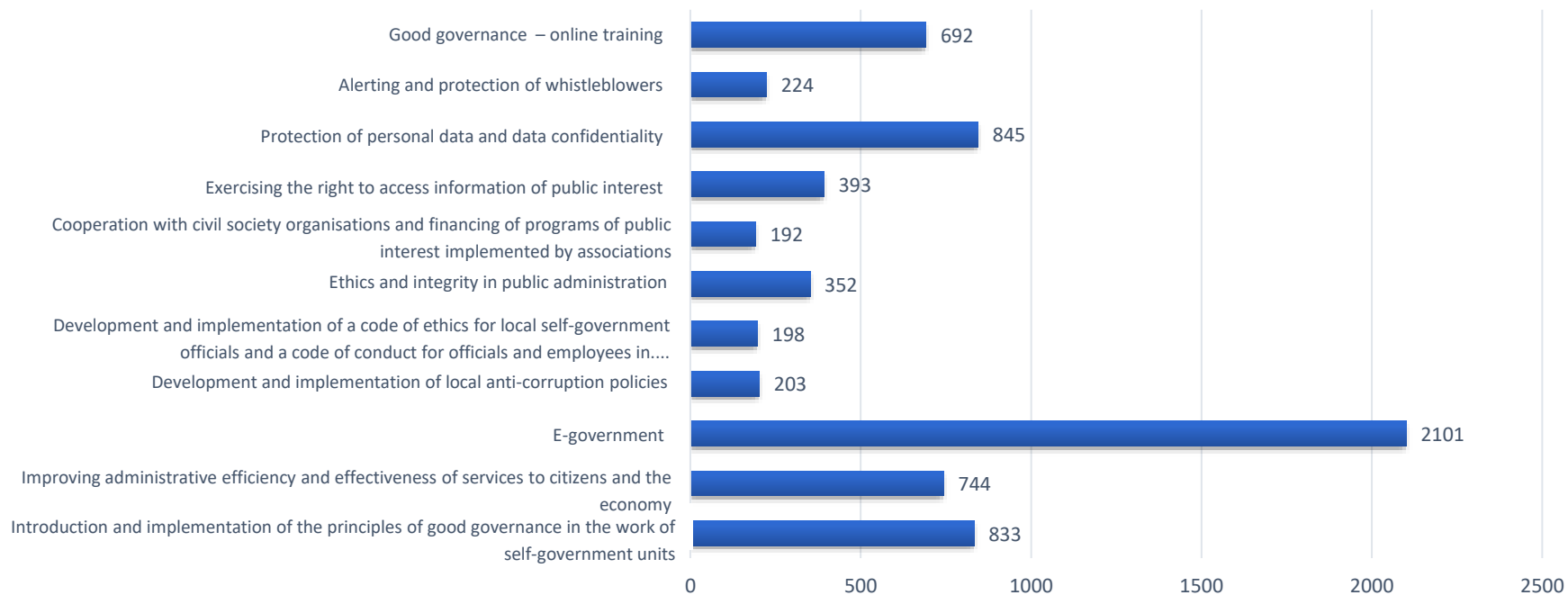


Albanian language – B2 level



GOOD GOVERNANCE

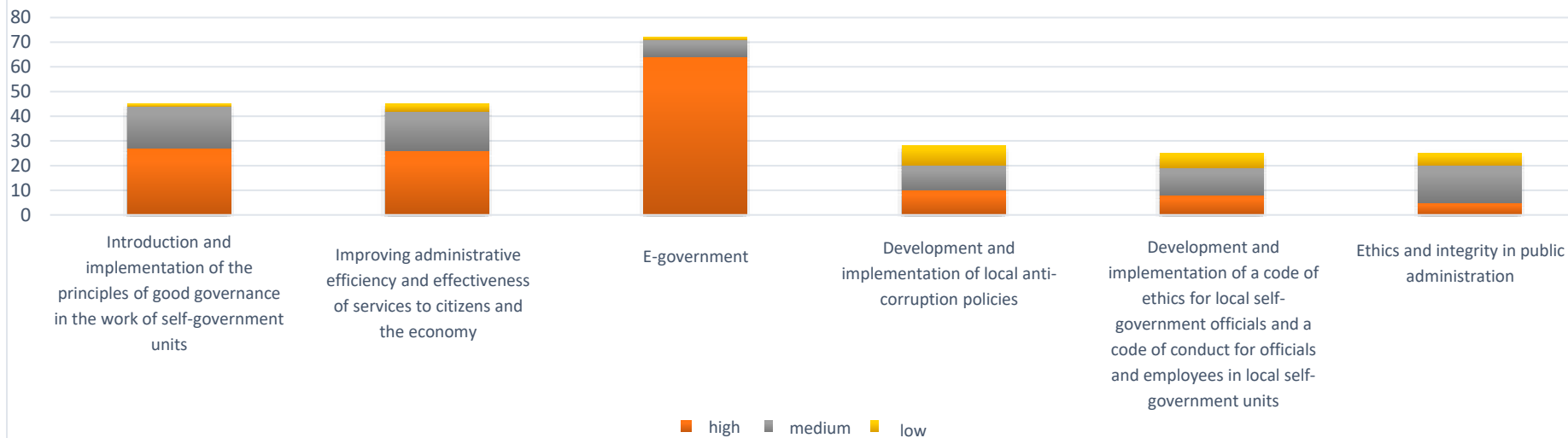
Needs of officers for topics from the area of Good governance



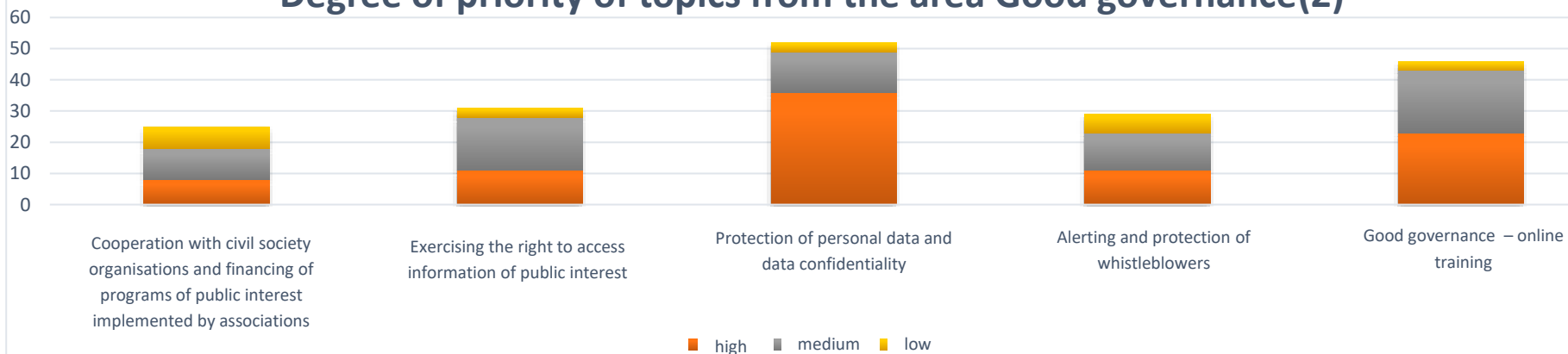


НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

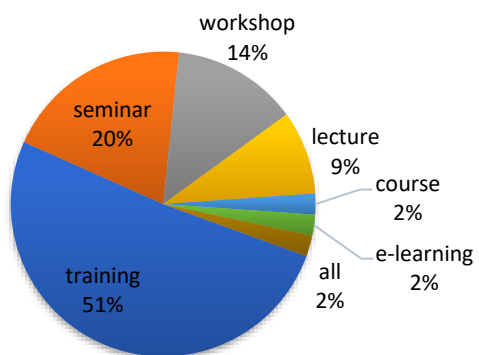
Degree of priority of topics from the area Good governance (1)



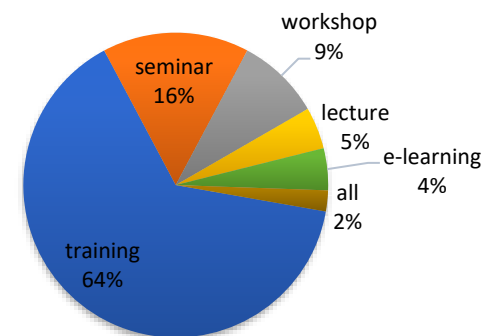
Degree of priority of topics from the area Good governance(2)



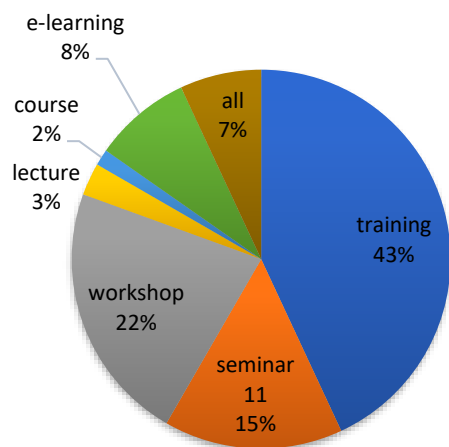
Introduction and implementation of the principles of good governance in the work of self-government units



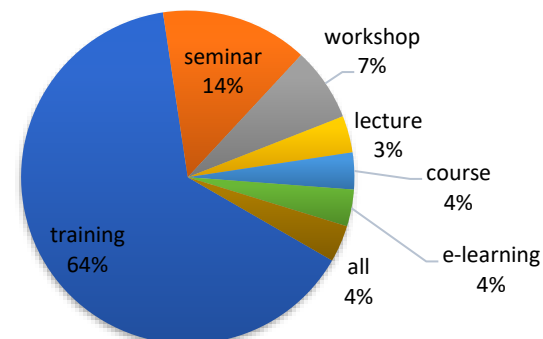
Improving administrative efficiency and effectiveness of services to citizens and the economy



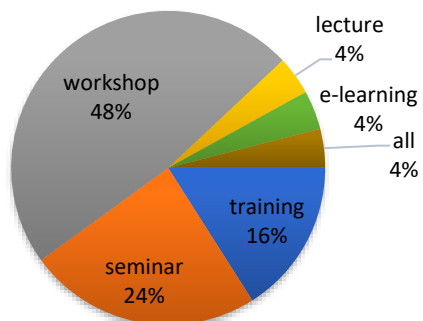
E - government



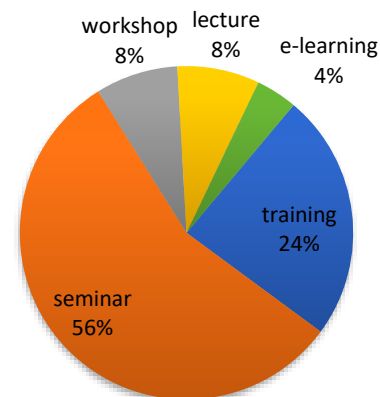
Development and implementation of local anti-corruption policies



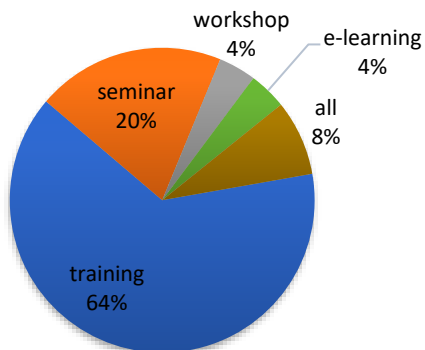
Development and implementation of a code of ethics for local self-government officials and a code of conduct for officials and employees in local self-government units



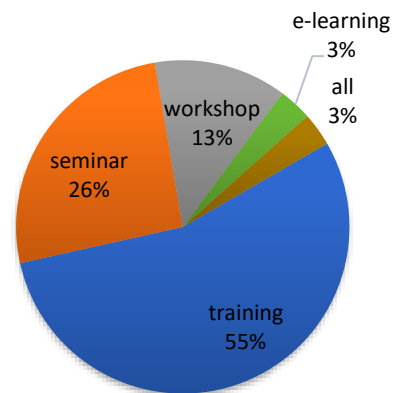
Ethics and integrity in public administration



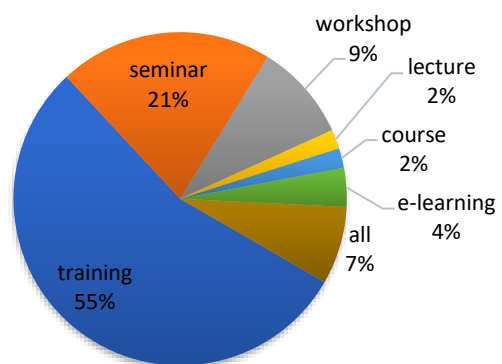
Cooperation with civil society organisations and financing of programs of public interest implemented by associations



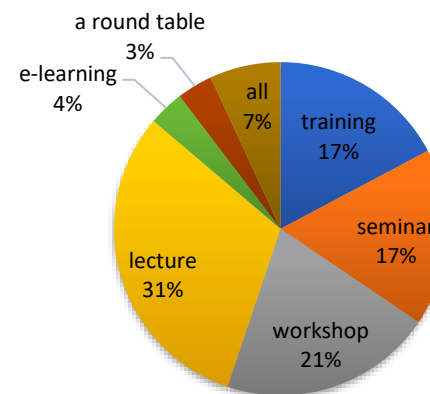
Exercising the right to access information of public interest



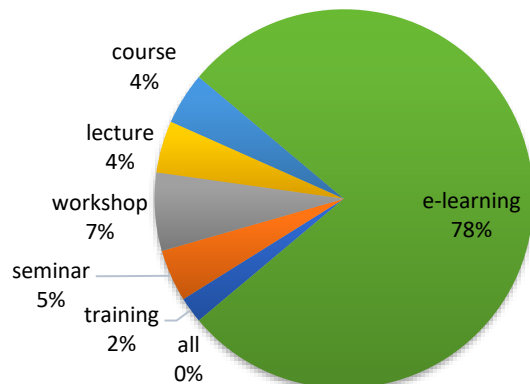
Protection of personal data and data confidentiality



Alerting and protection of whistleblowers



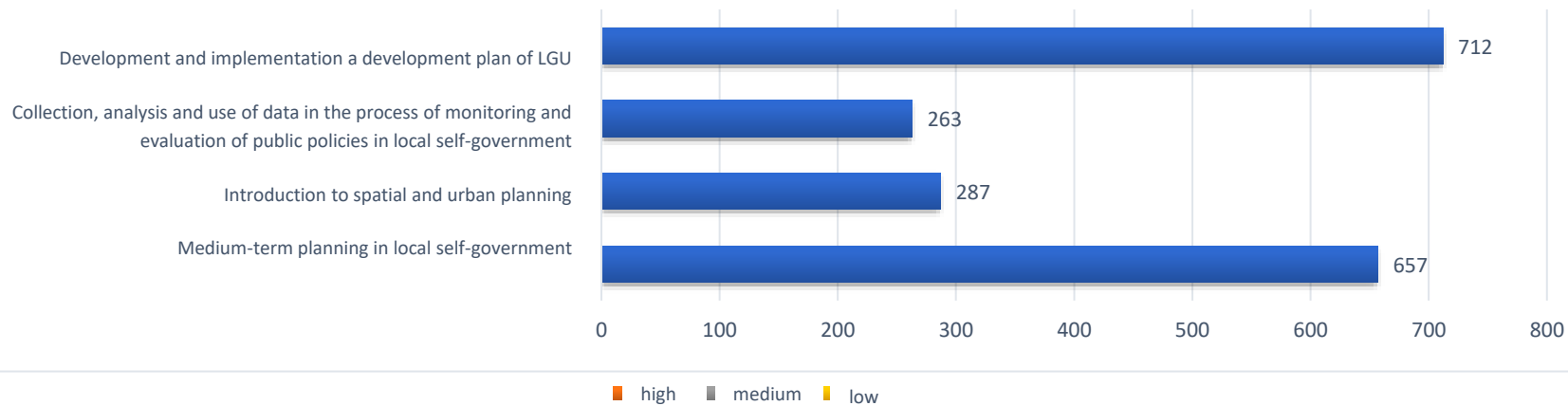
Good governance – online training



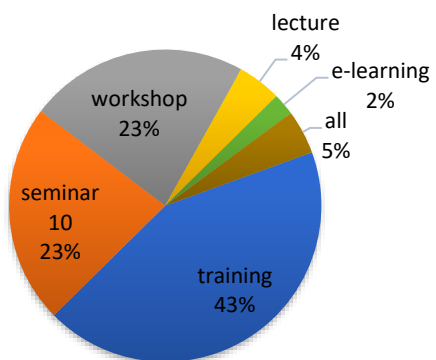
PLANNING IN LOCAL

SELF-GOVERNMENT

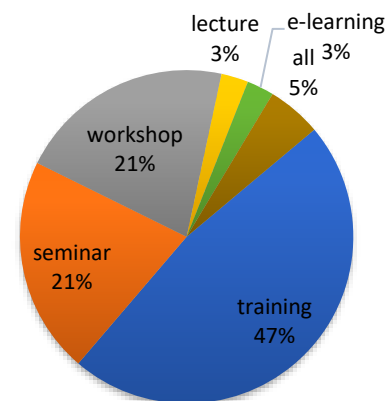
Needs of officers for training from the area of Planning in local self-government



Medium-term planning in local self-government



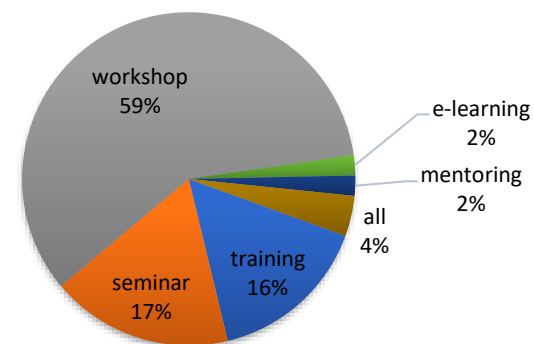
Introduction to spatial and urban planning



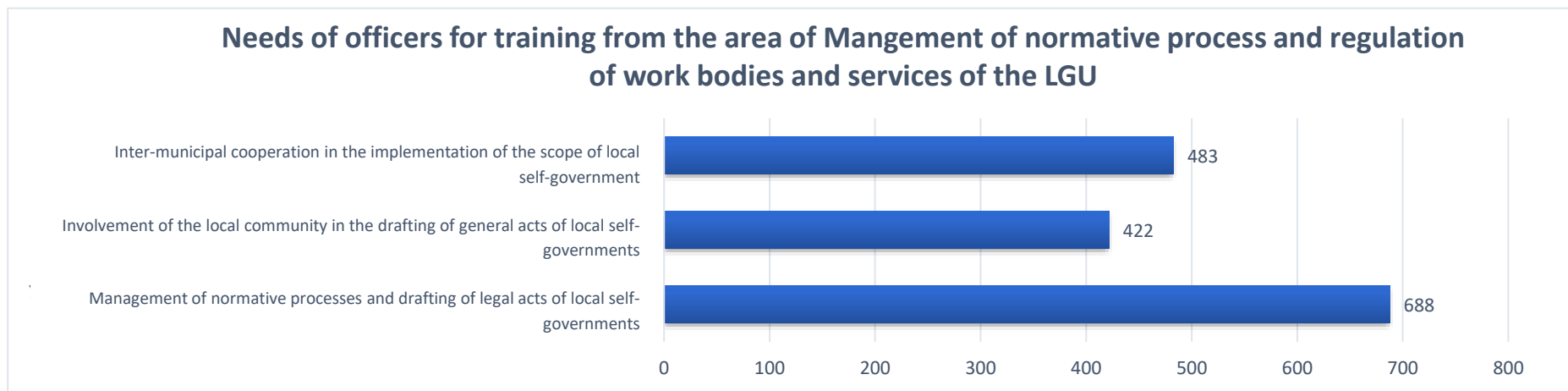
Collection, analysis and use of data in the process of monitoring and evaluation of public policies in local self-government



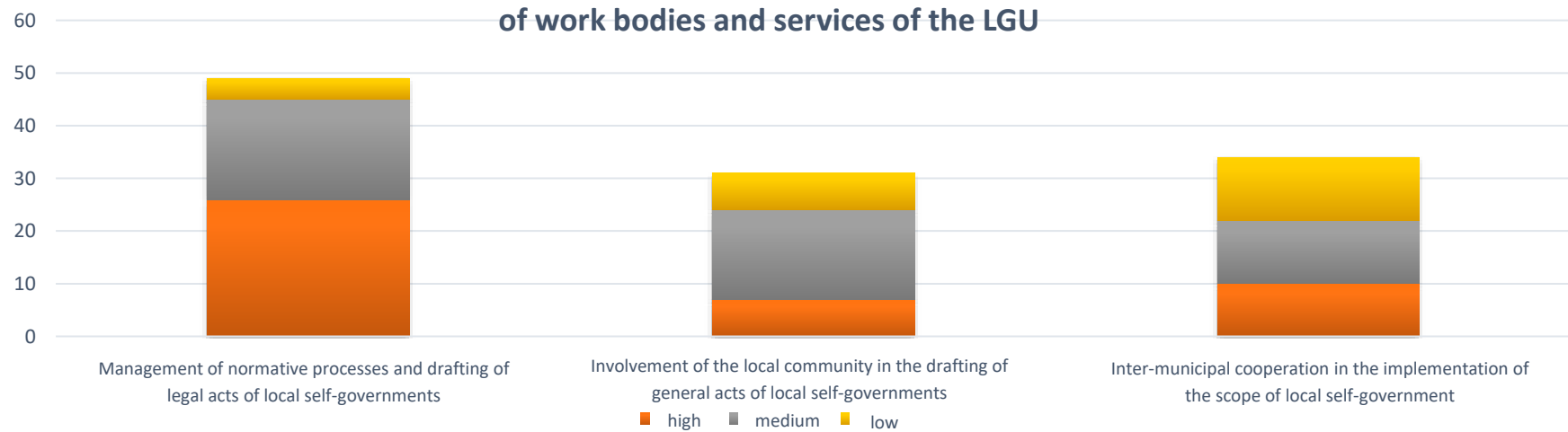
Development and implementation of a development plan of LGU



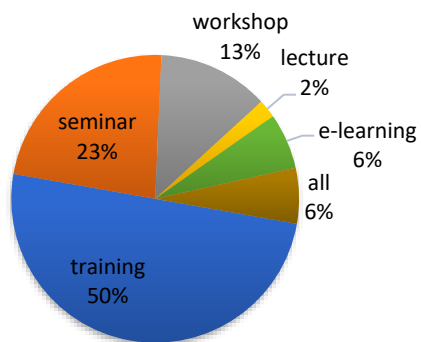
MANAGEMENT OF NORMATIVE PROCESS AND REGULATION OF WORK BODIES AND SERVICES OF THE LGU



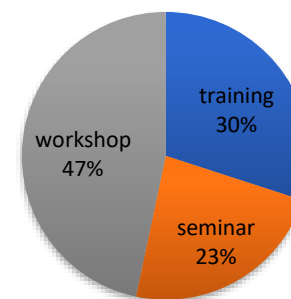
Degree of priority of topics from the area of Management of normative process and regulation of work bodies and services of the LGU



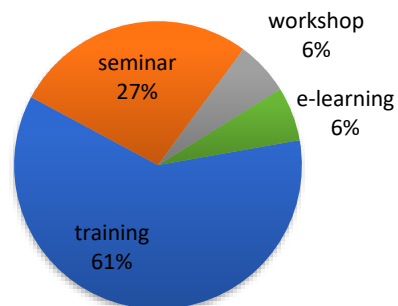
Management of normative processes and drafting of legal acts of local self-governments



Involvement of the local community in the drafting of general acts of local self-governments



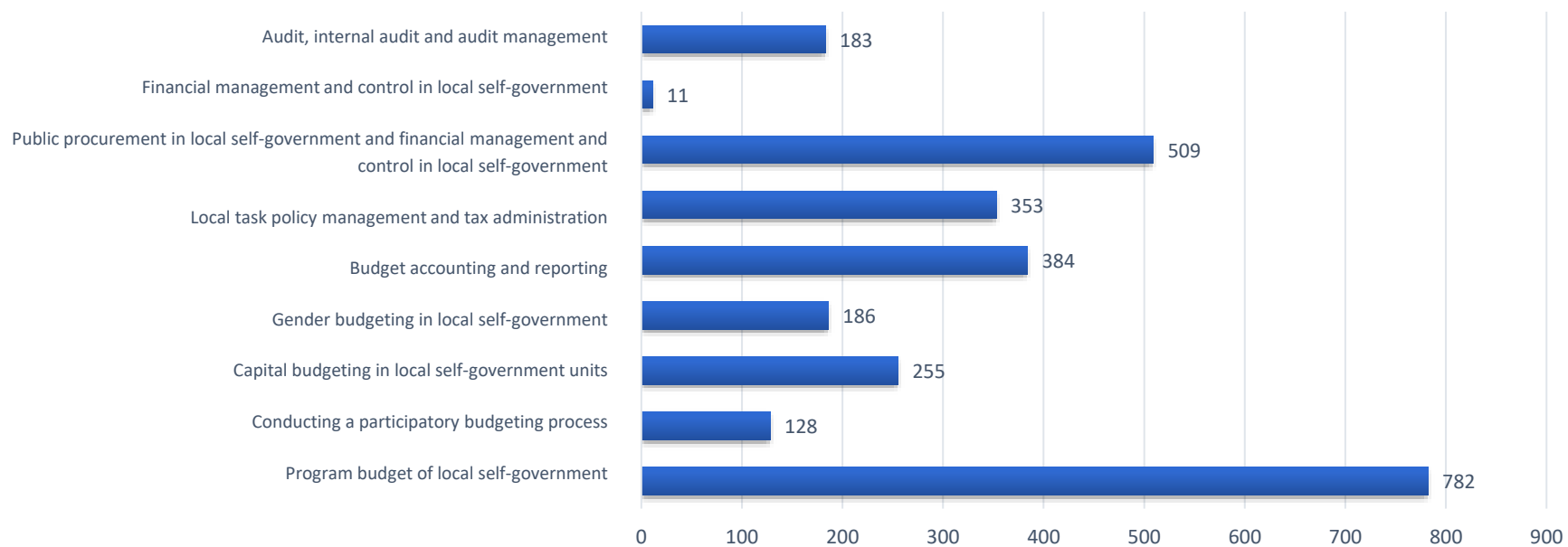
Inter-municipal cooperation in the implementation of the scope of local self-government



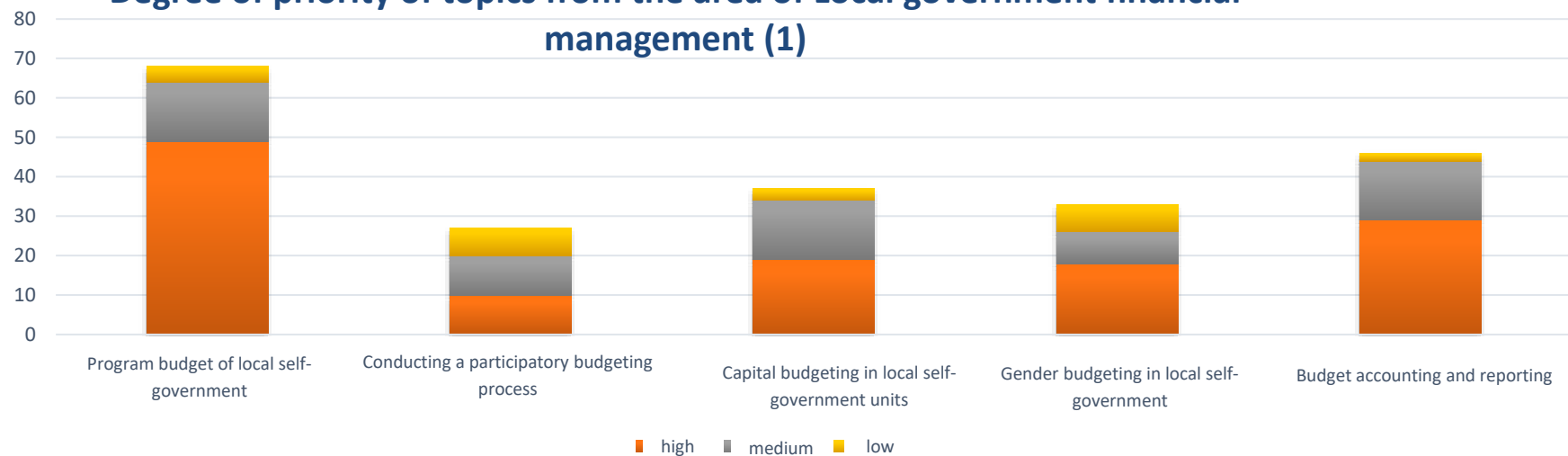


LOCAL GOVERNMENT FINANCIAL MANAGEMENT

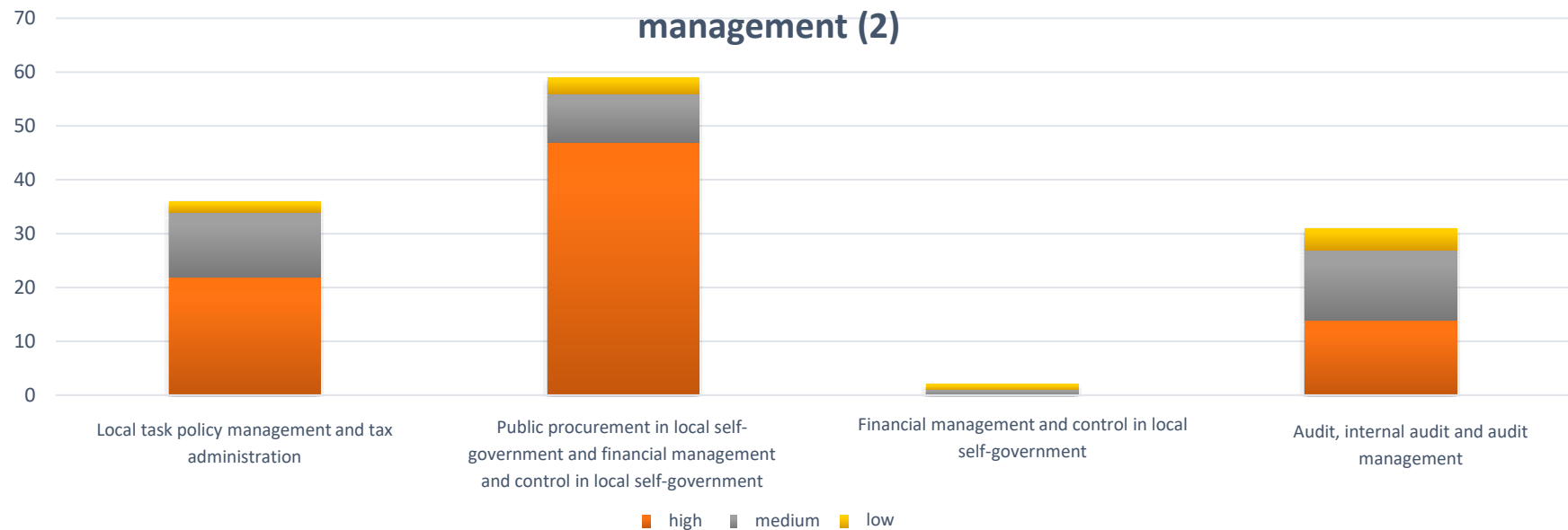
Needs of officers for training from the area of Local government financial management



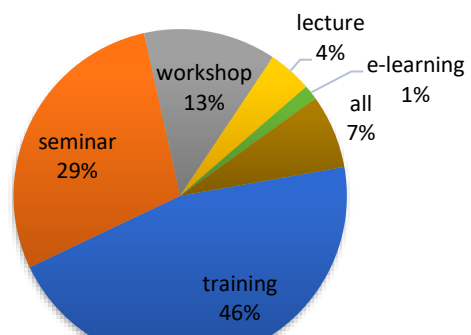
Degree of priority of topics from the area of Local government financial management (1)



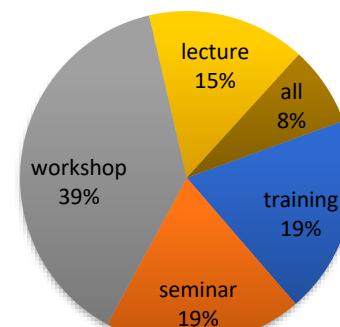
Degree of priority of topics from the area of Local government financial management (2)



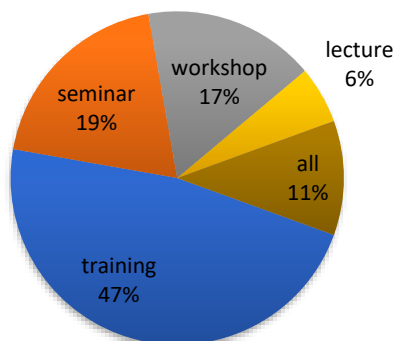
Program budget of local self-government



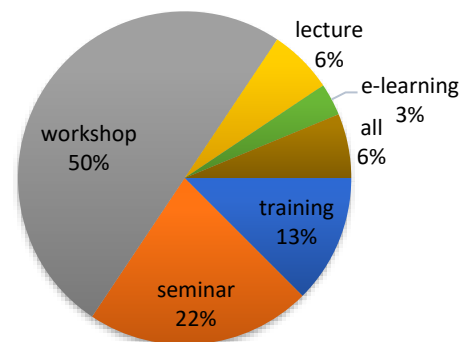
Conducting a participatory budgeting process



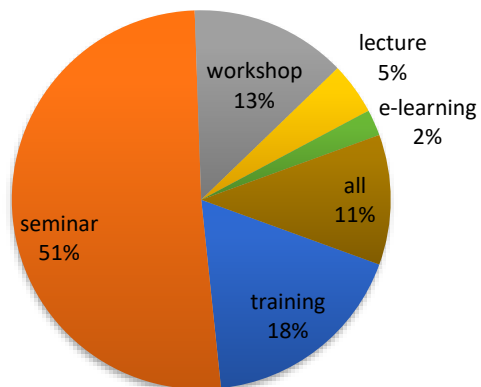
Capital budgeting in local self-government units



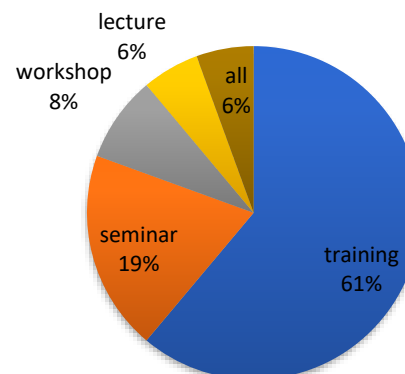
Gender budgeting in local self-government



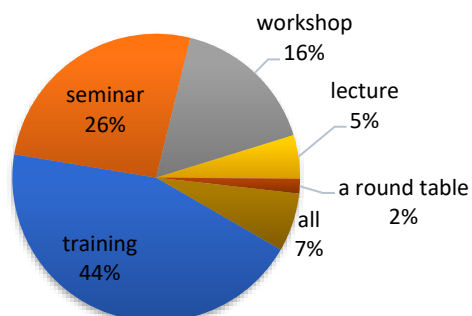
Budget accounting and reporting



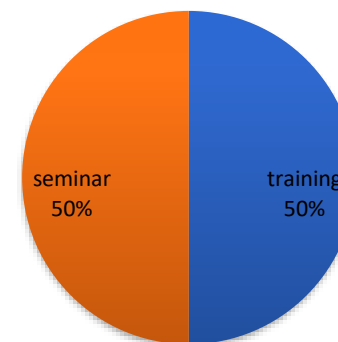
Local task policy management and tax administration



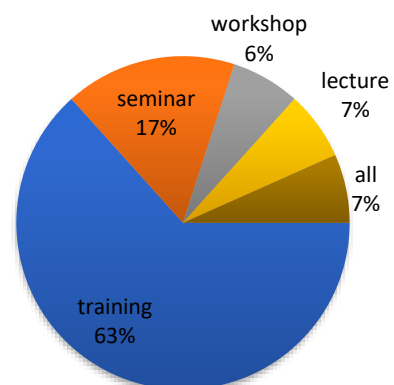
Public procurement in local self-government and financial management and control in local self government



Financial management and control in local self-government

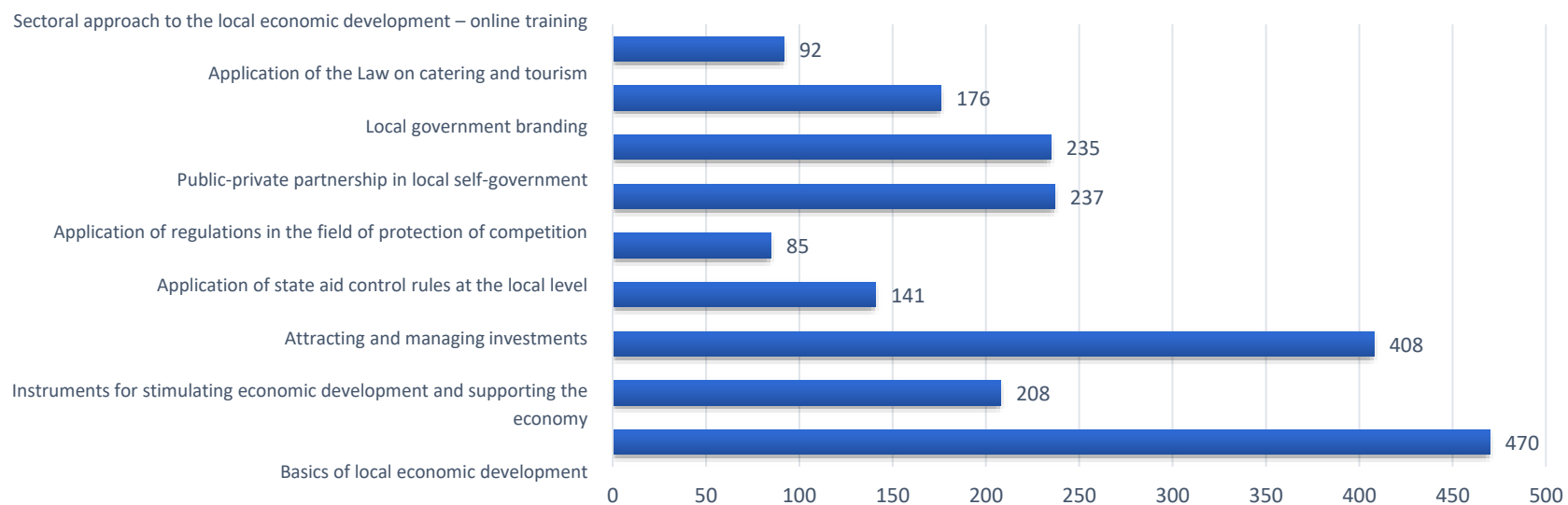


Audit, internal audit and audit management

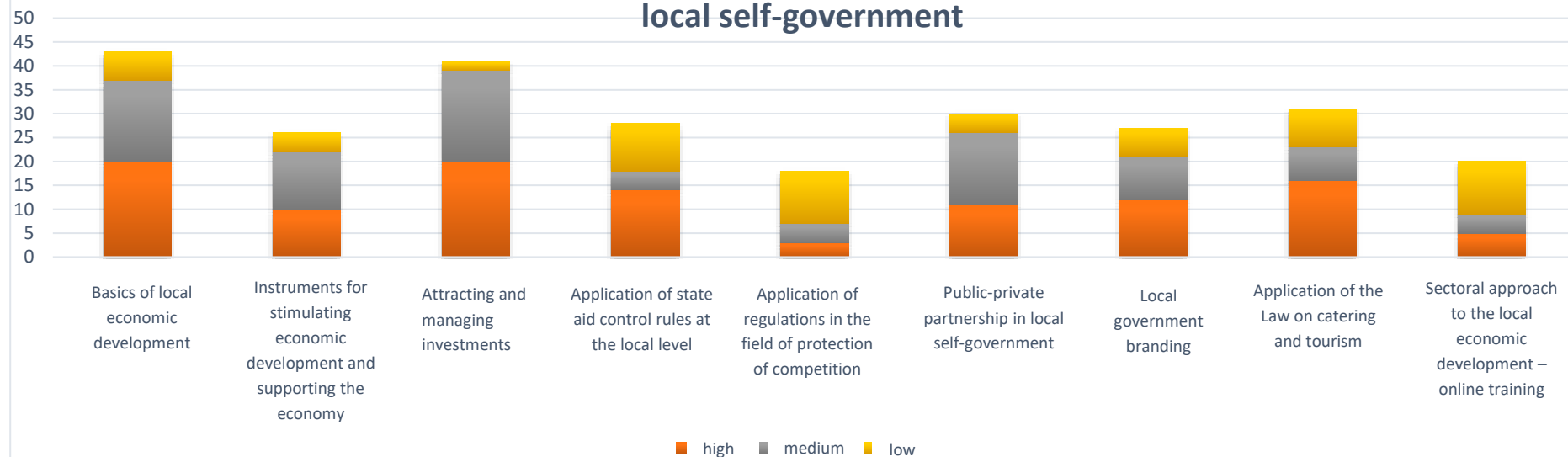


LOCAL DEVELOPMENT AND INVESTMENT IN LOCAL SELF-GOVERNMENT

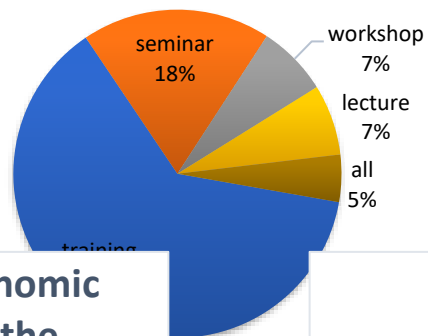
Needs of officers for training from the area of Local development and investment in local self-government



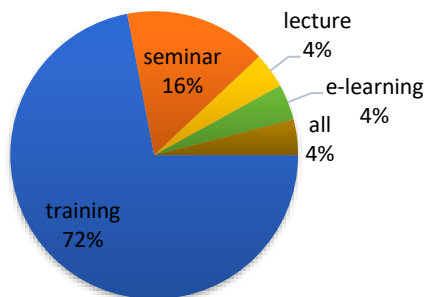
Degree of priority of topics from the area of Local development and investment in local self-government



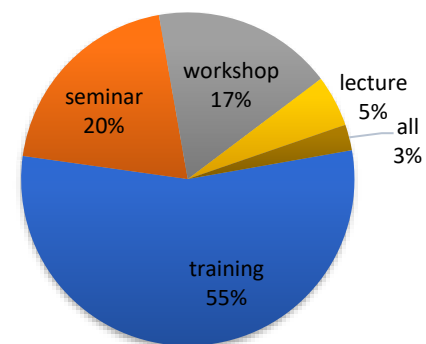
Basics of local economic development



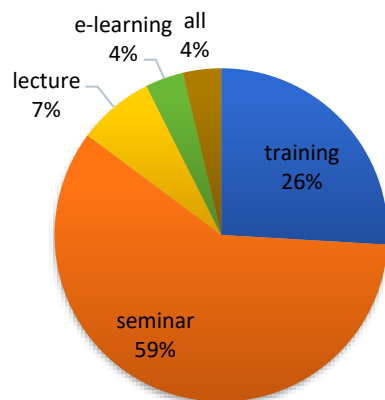
Instruments for stimulating economic development and supporting the economy



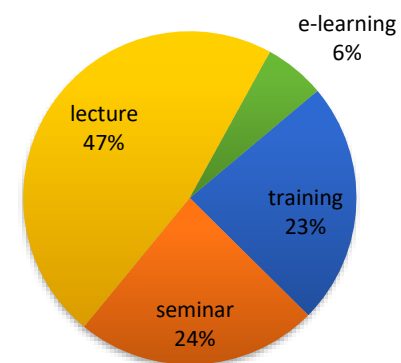
Attracting and managing investments



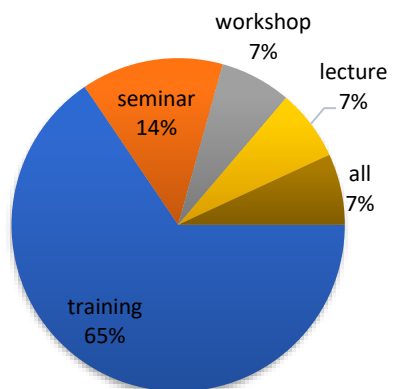
Application of state aid control rules at the local level



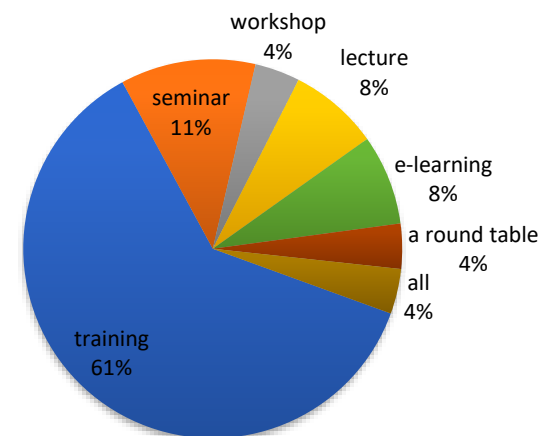
Application of regulations in the field of protection of competition



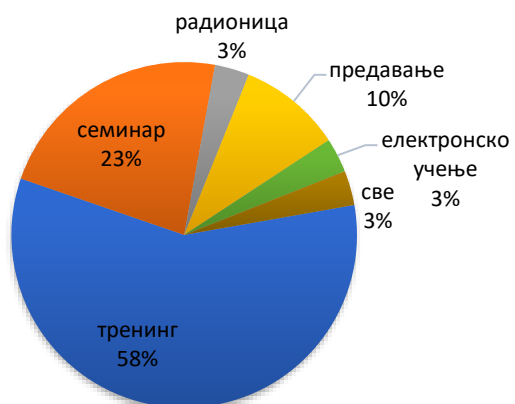
Public-private partnership in local self-government



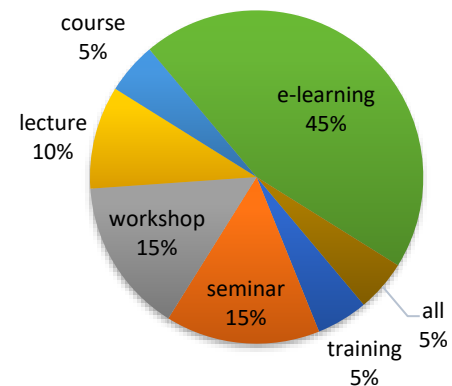
Local government branding



Application of the Law on catering and tourism

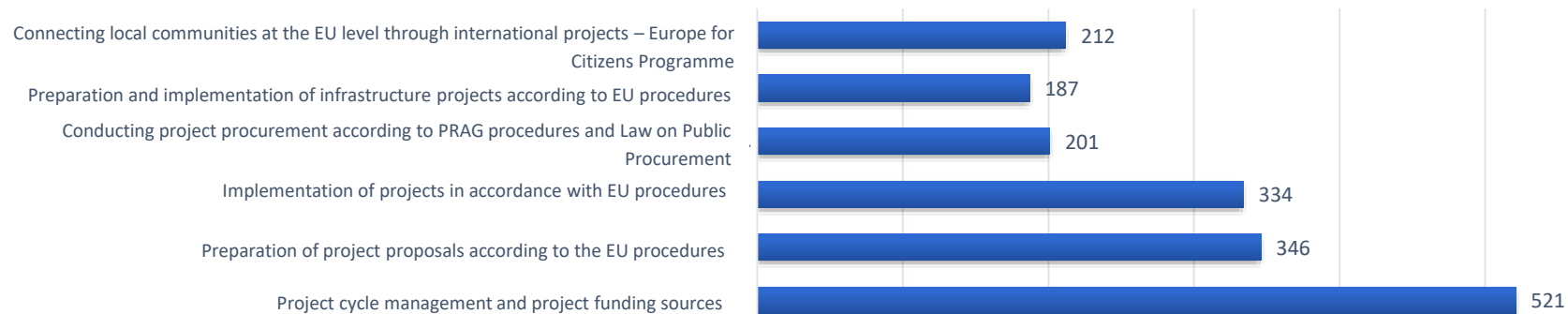


Sectoral approach to local economic development - online training

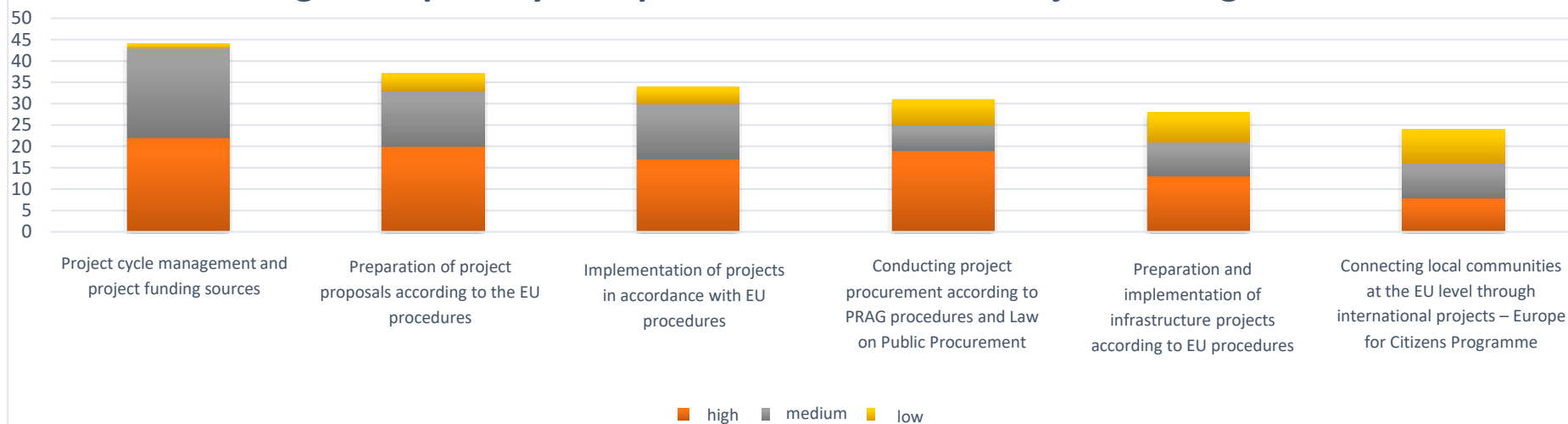


PROJECT MANAGEMENT

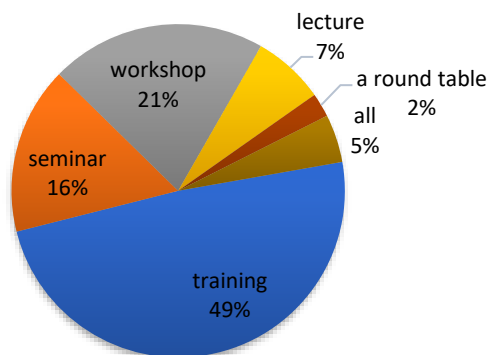
Needs of officers for training from the area of Project management



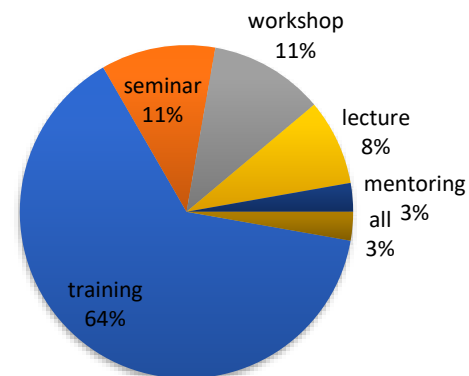
Degree of priority of topics from the area of Project management



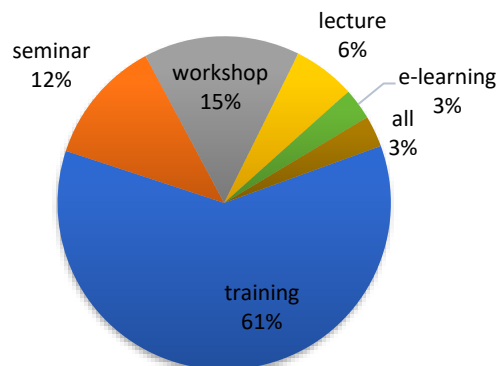
Project cycle management and project funding sources



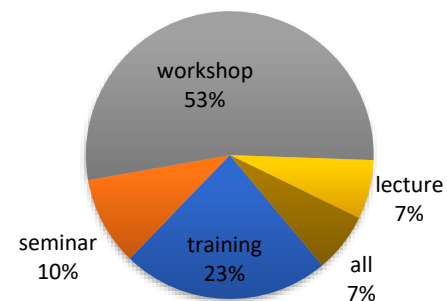
Preparation of project proposals according to the EU procedures



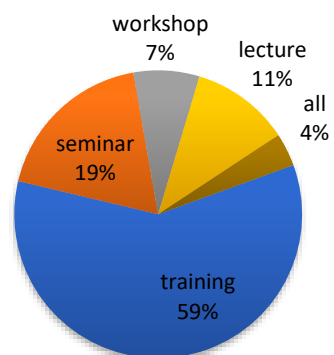
Implementation of projects in accordance with EU procedures



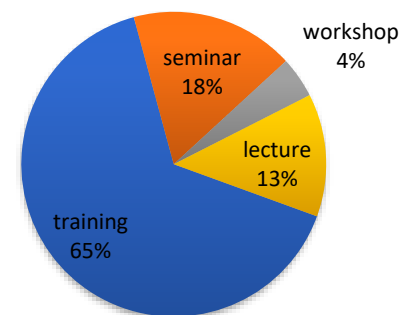
Conducting project procurement according to PRAG procedures and Law on Public Procurement



Preparation and implementation of infrastructure projects according to EU procedures

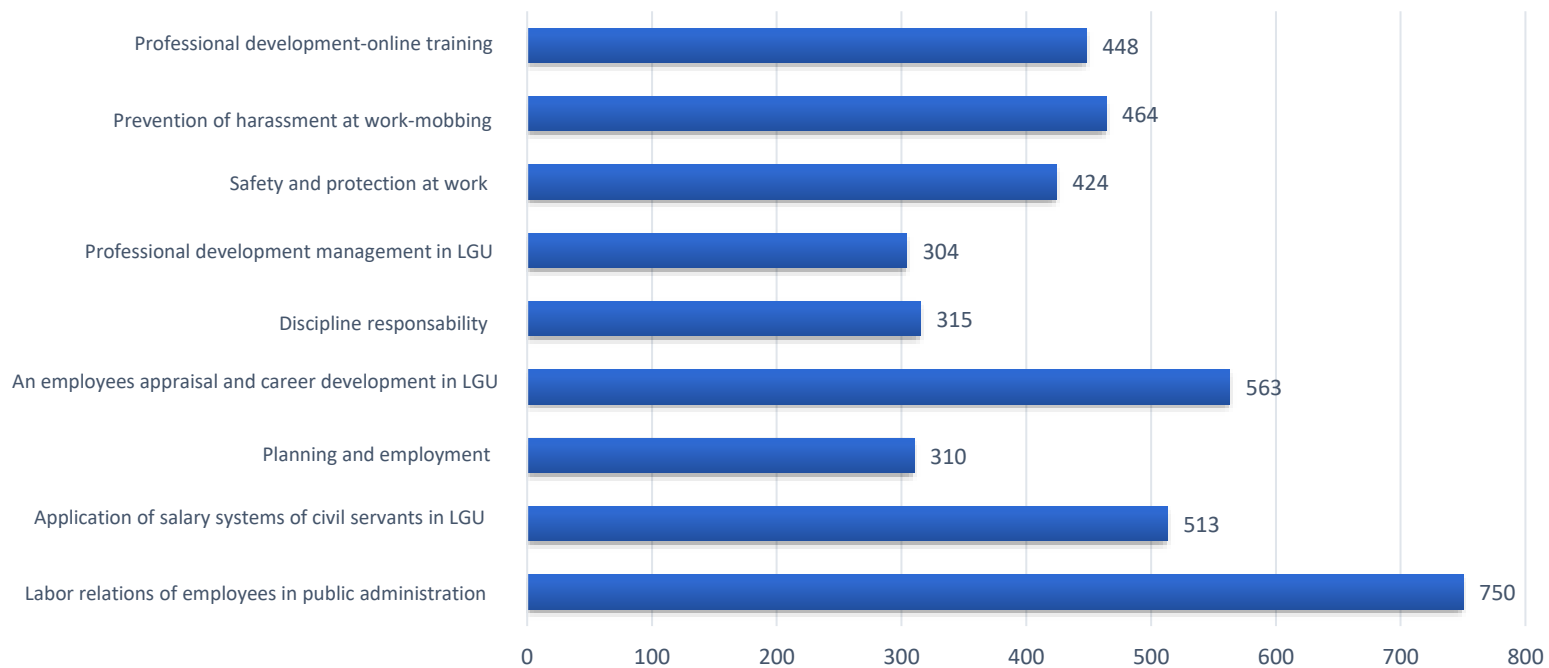


Connecting local communities at the EU level through international projects - Europe for Citizens Programme



HUMAN RESOURCE MANAGEMENT

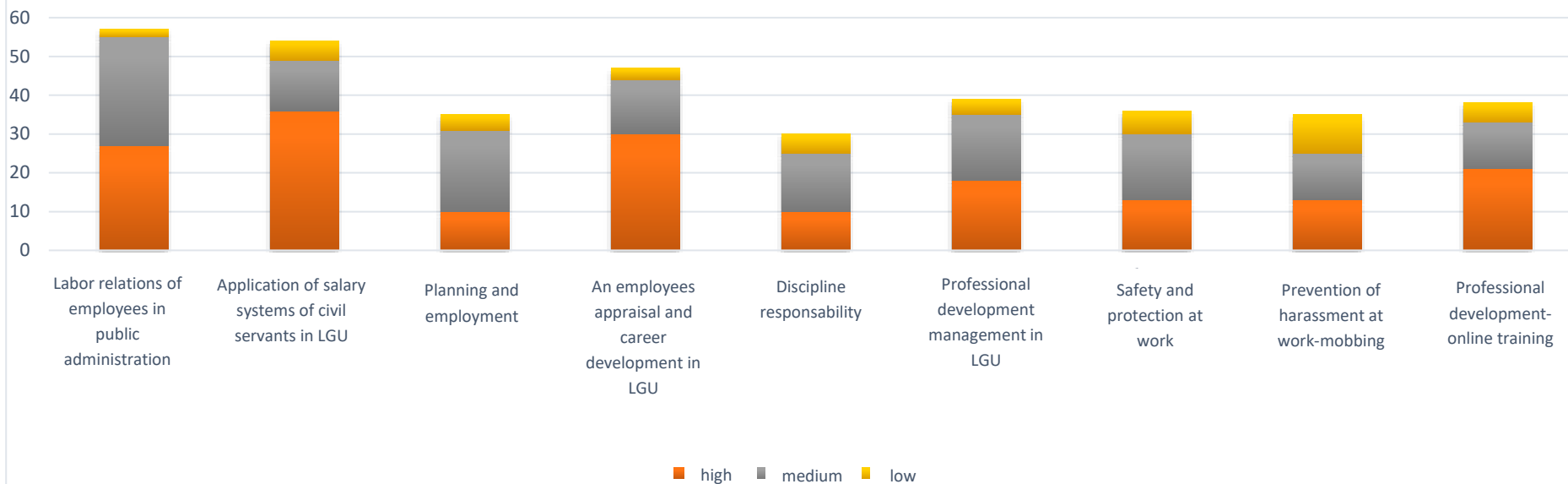
Needs of officers for training from the area of Human resource management



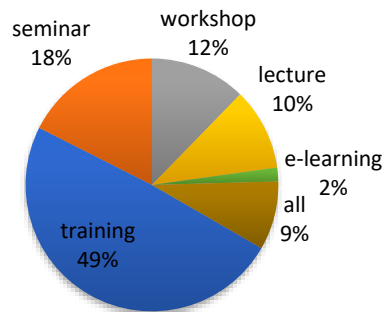


НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

Degree of priority of topics from the area of Human resource management



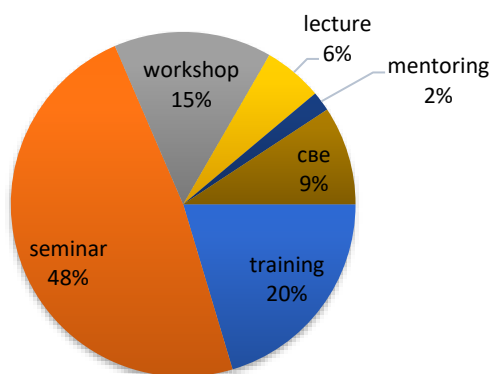
Labor relations of employees in public administration



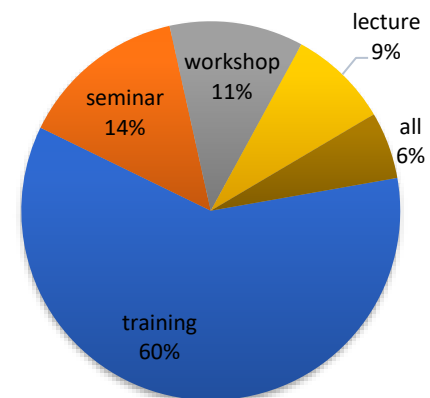


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ЗА ЈАВНУ УПРАВУ

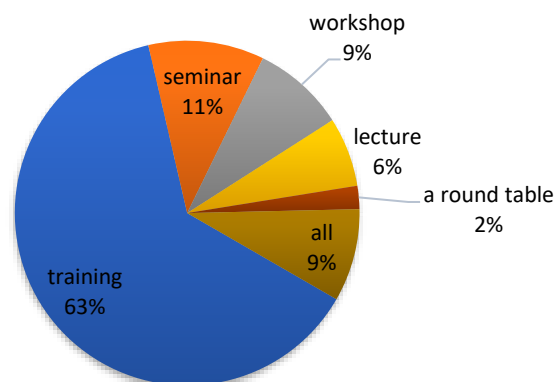
Application of salary systems of civil servants in LGU



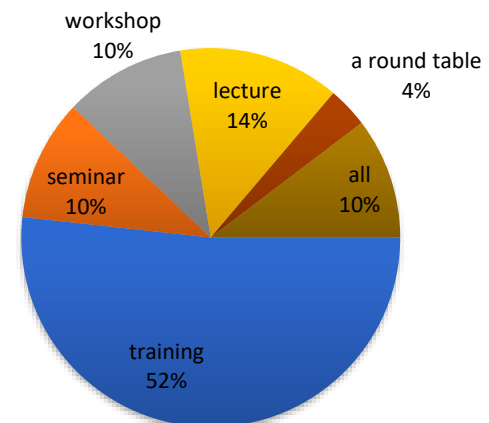
Planning and employment



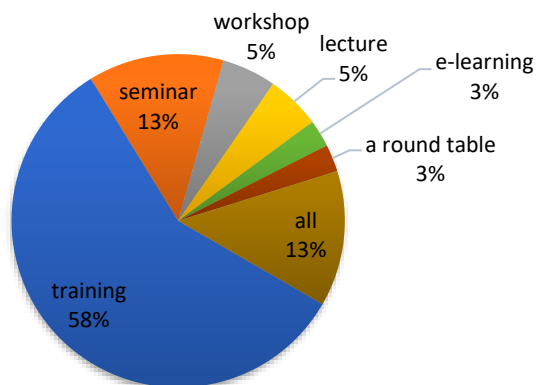
An employees appraisal and career development in LGU



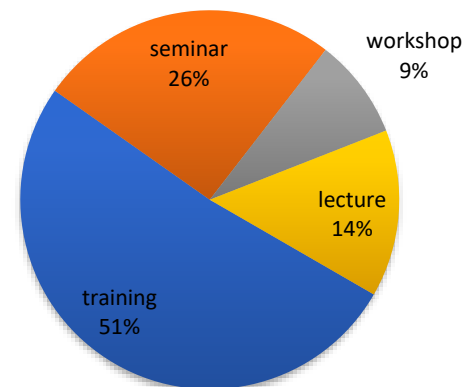
Discipline responsibility



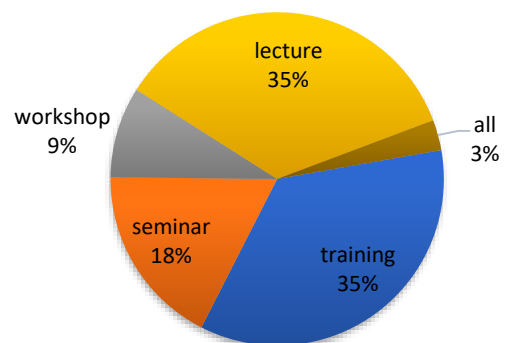
Professional development management in LGU



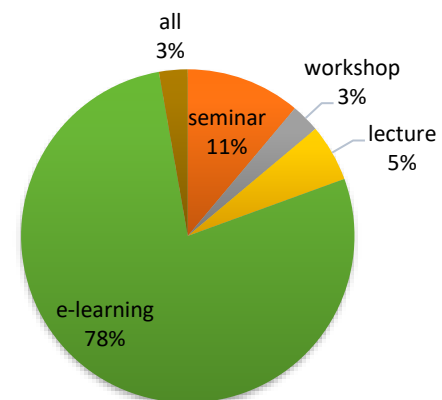
Safety and protection at work



Prevention of harassment at work - mobbing



Professional development - online training

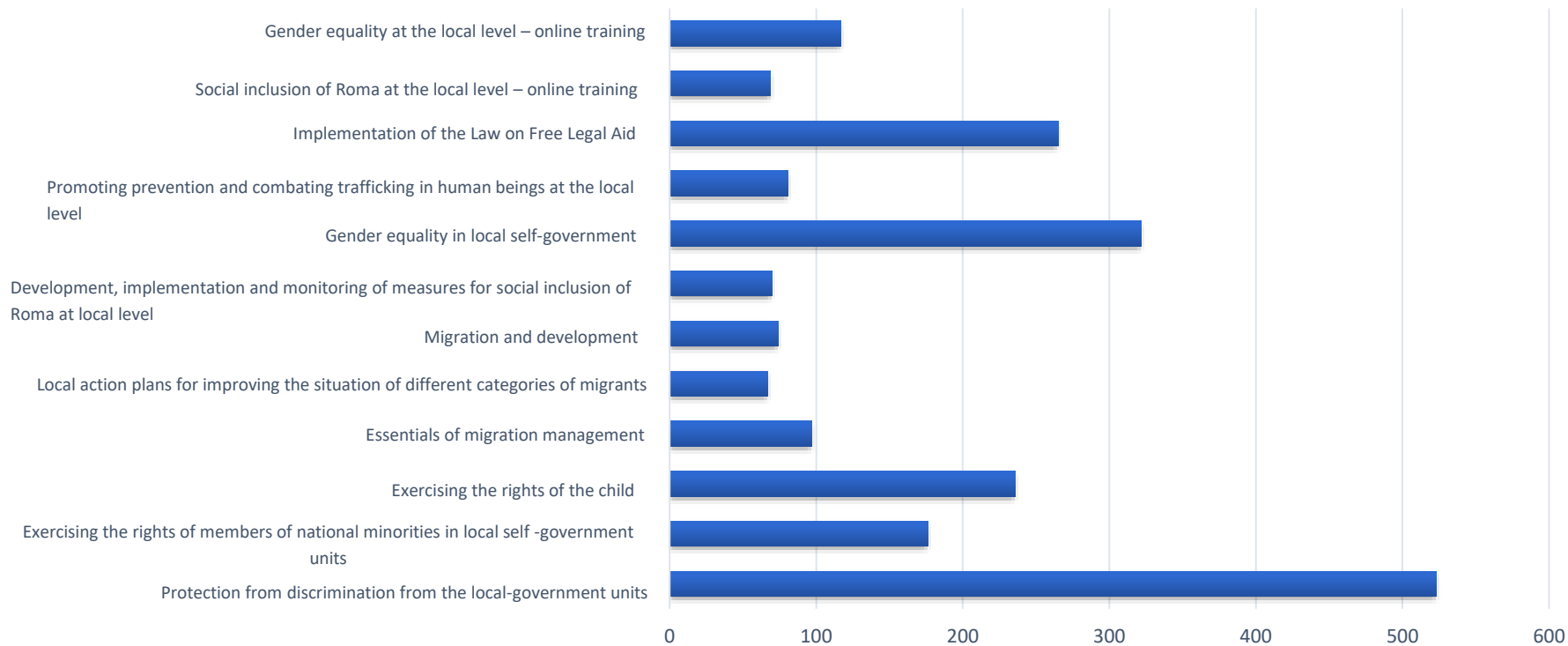




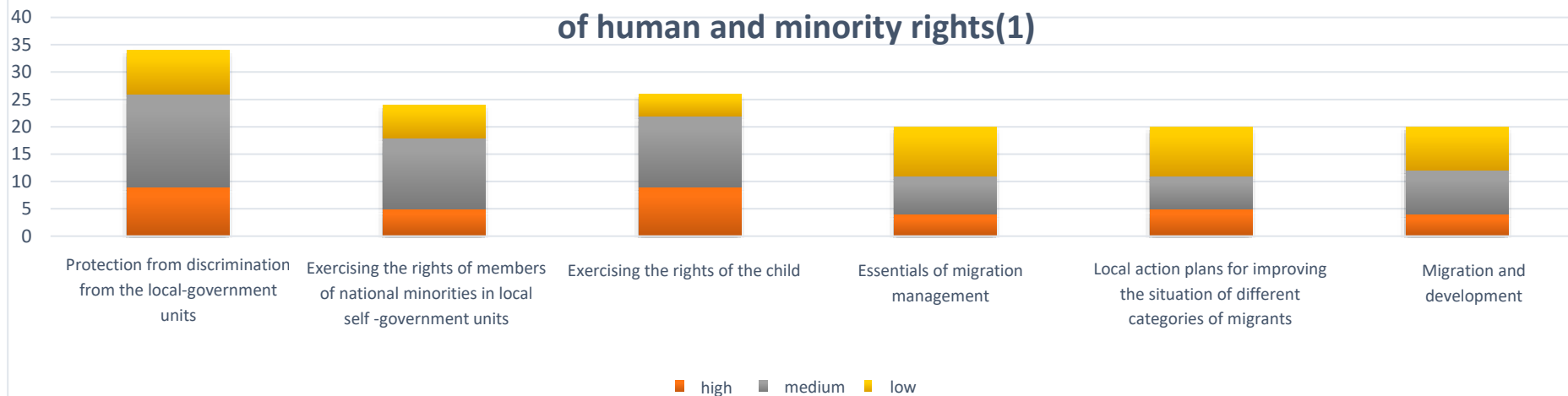
НАЦИОНАЛНА АКАДЕМИЈА
ЗА ЈАВНУ УПРАВУ

REALIZATION, PROTECTION AND PROMOTION OF HUMAN AND MINORITY RIGHTS

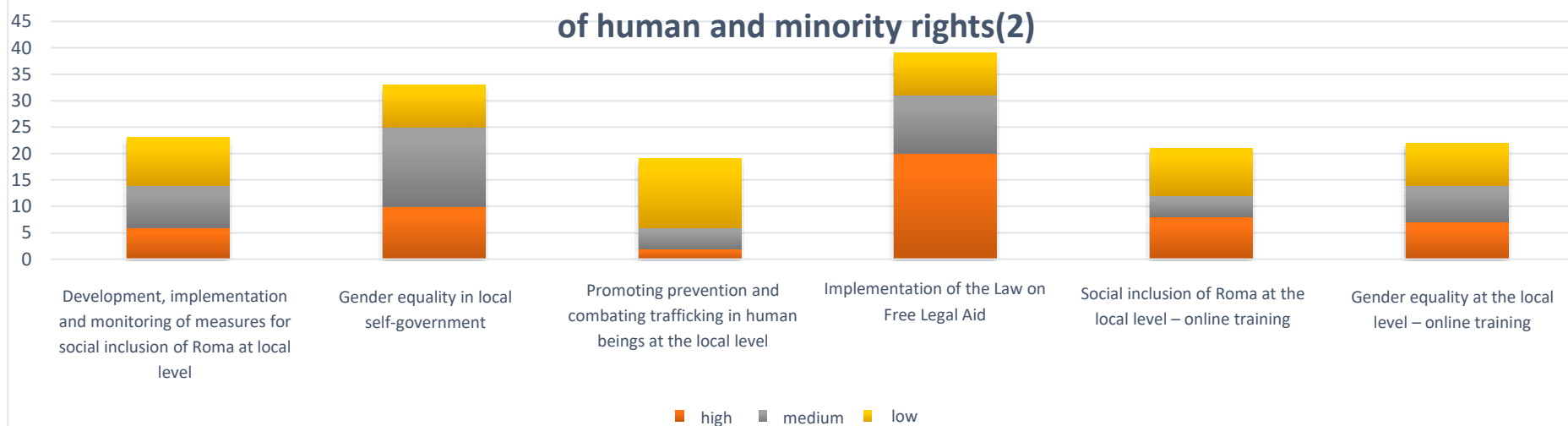
Needs of officers for training from the area of Realization, protection and promotion of human and minority rights



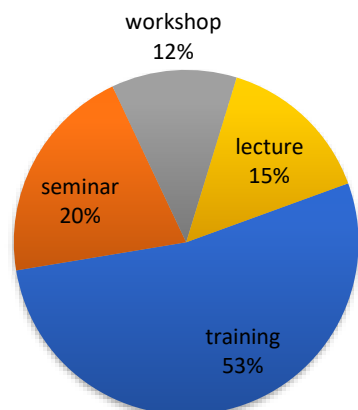
Degree of priority of topics from the area of Realization, protection and promotion of human and minority rights(1)



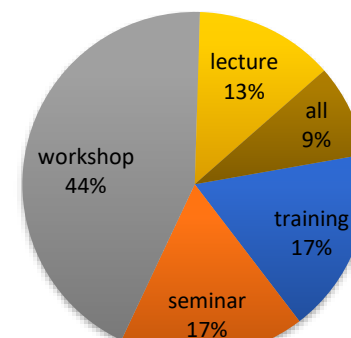
Degree of priority of topics from the area of Realization, protection and promotion of human and minority rights(2)



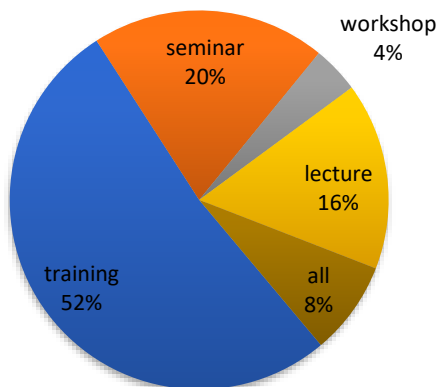
Protection from discrimination from the local self-government units



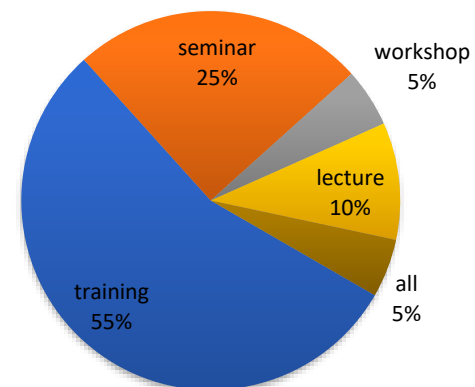
Excercising the rights of members of national minorities in local self-government units



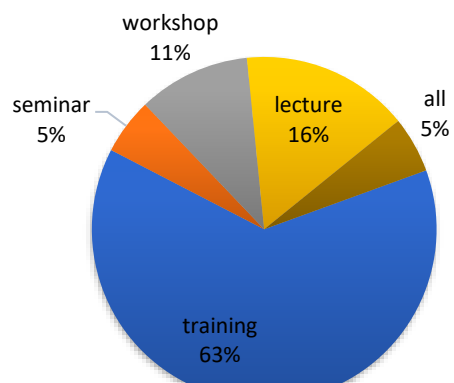
Excercising the rights of the child



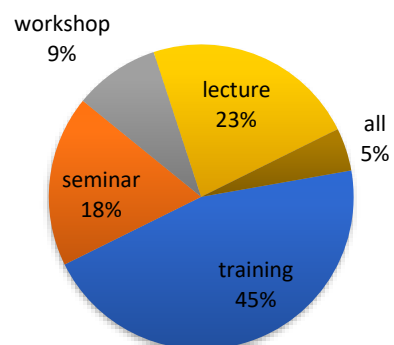
Essentials of migration management



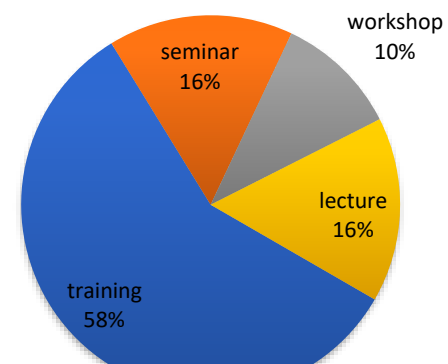
Local action plans for improving the situation of different categories of migrants



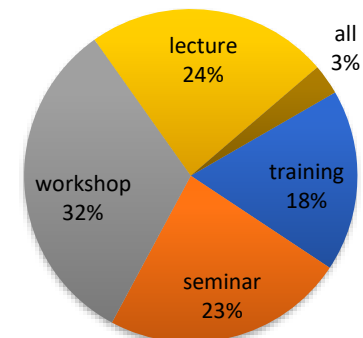
Development, implementation and monitoring of measures for social inclusion of Roma at local level



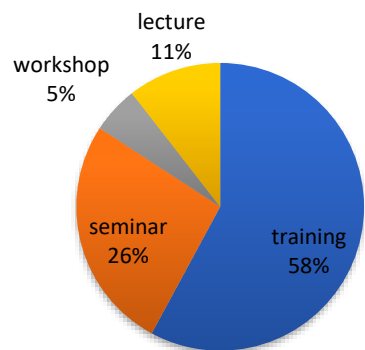
Migration and development



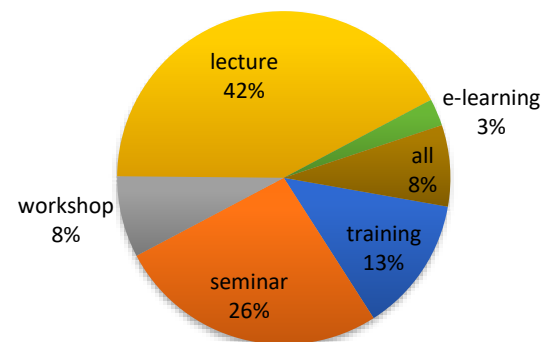
Gender equality in local self-government



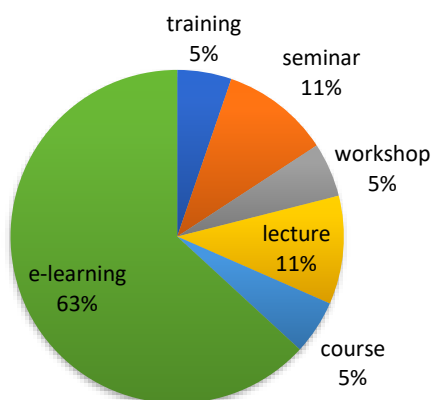
Promoting prevention and combating trafficking in human beings at the local level



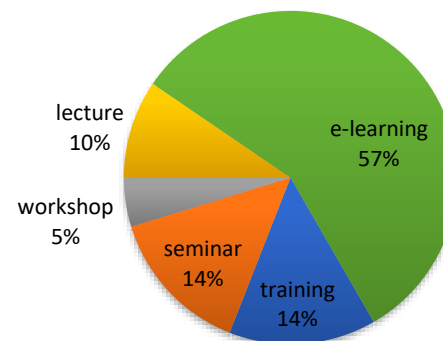
Implementation of the Law on Free Legal Aid



Social inclusion of Roma at the local level - online training

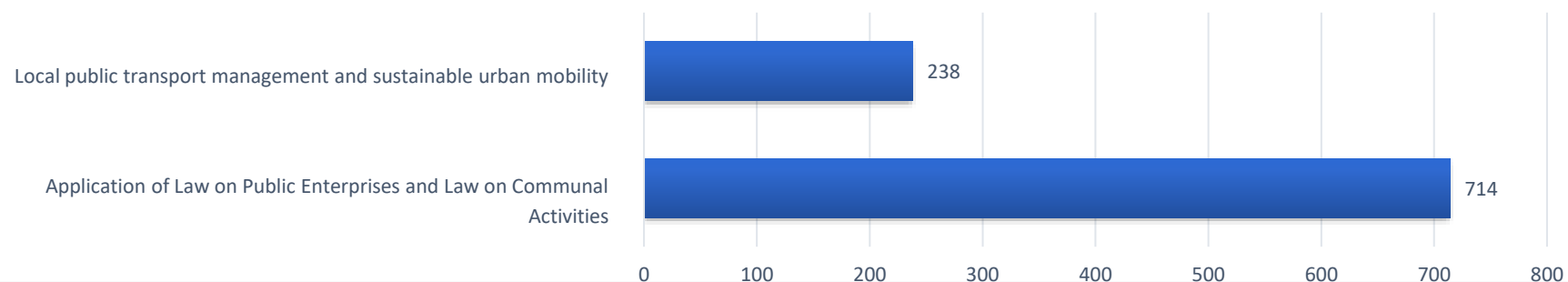


Gender equality at the local level - online training

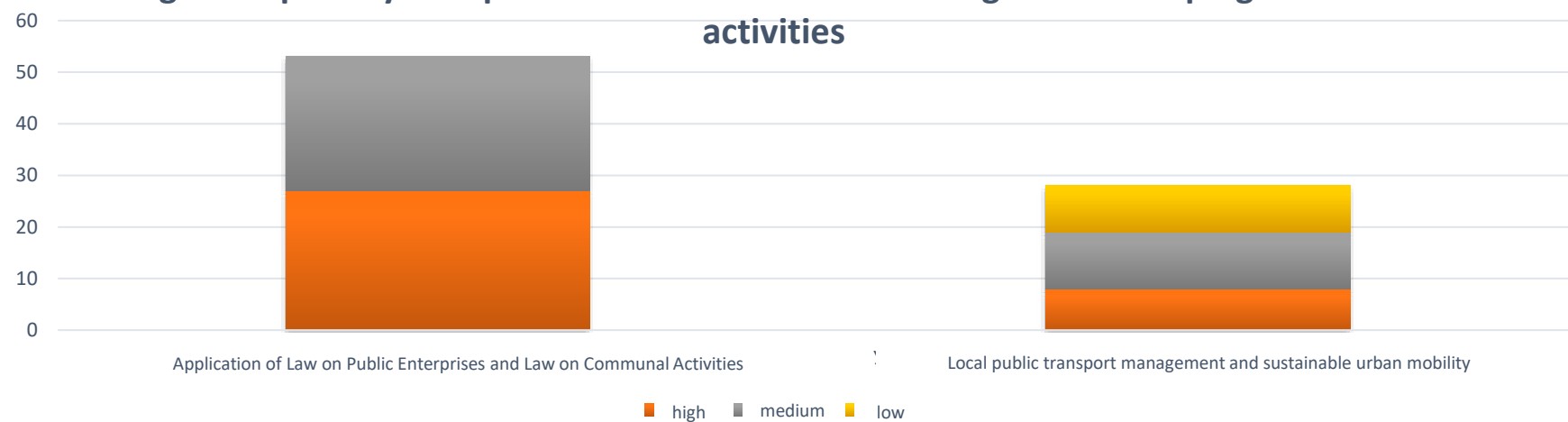


PERFORMING AND DEVELOPING COMMUNAL ACTIVITIES

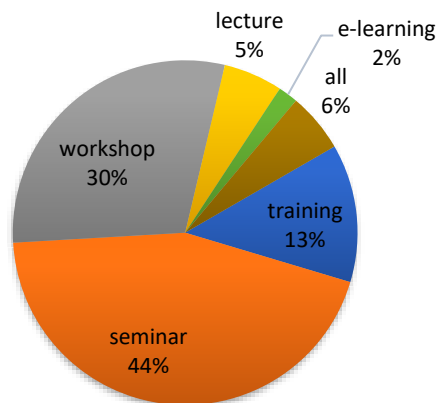
Needs of officers for training from the area of Performing and developing communal activities



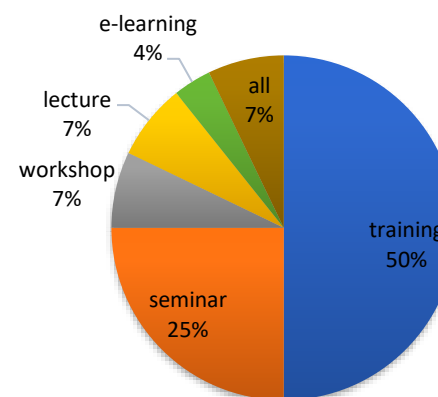
Degree of priority of topics from the area of Performing and developing communal activities



Application of Law on Public Enterprises and Law on Communal Activities

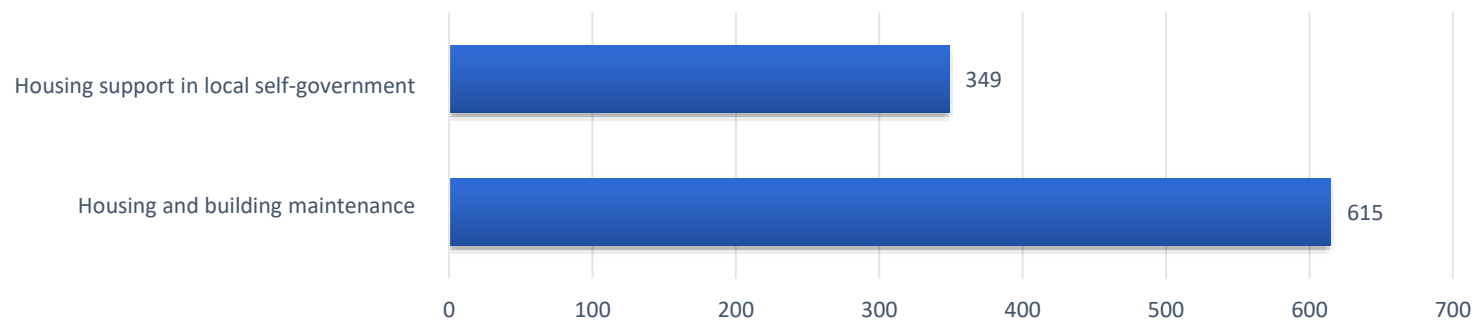


Local public transport management and sustainable urban mobility

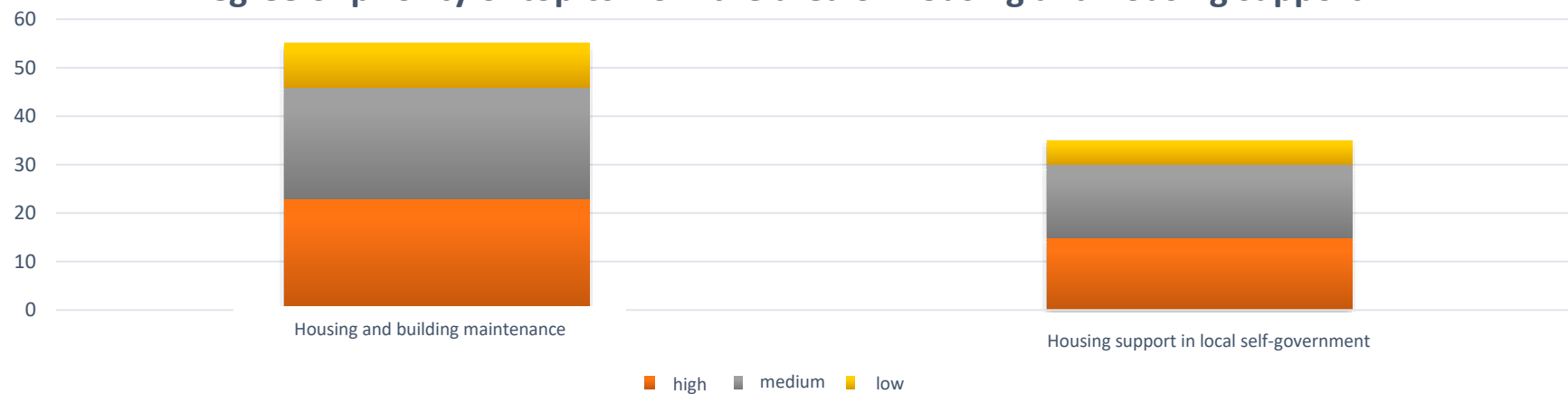


HOUSING AND HOUSING SUPPORT

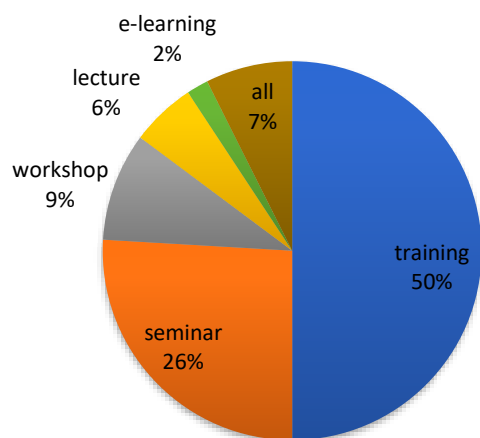
Needs of officers for training from the area of Housing and housing support



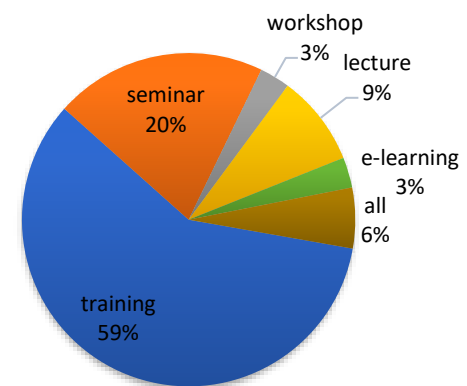
Degree of priority of topics from the area of Housing and housing support



Housing and building maintenance

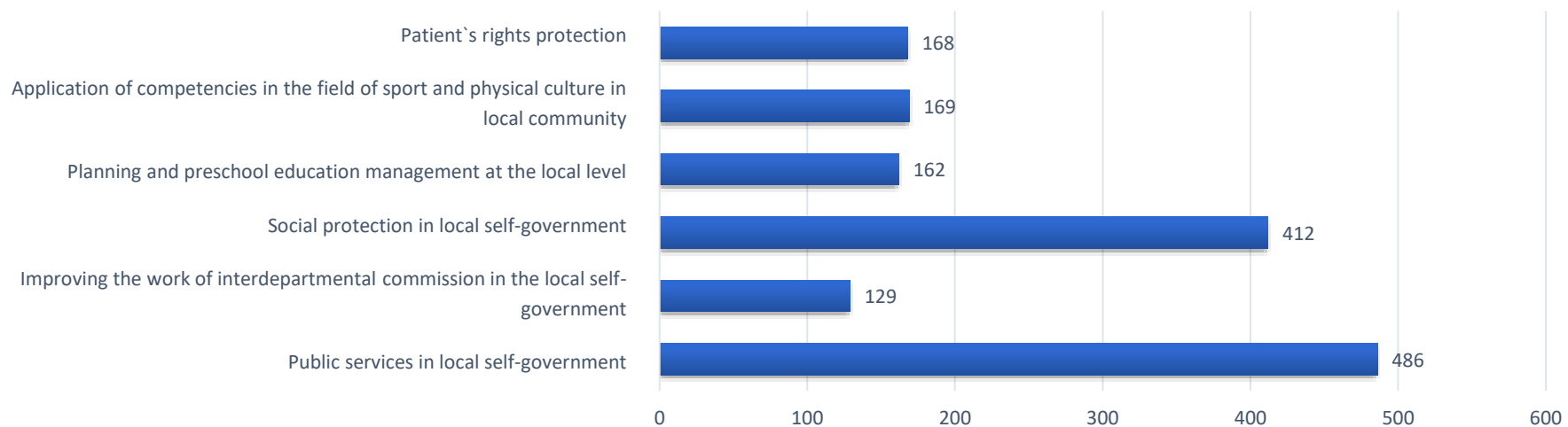


Housing support in local self-government

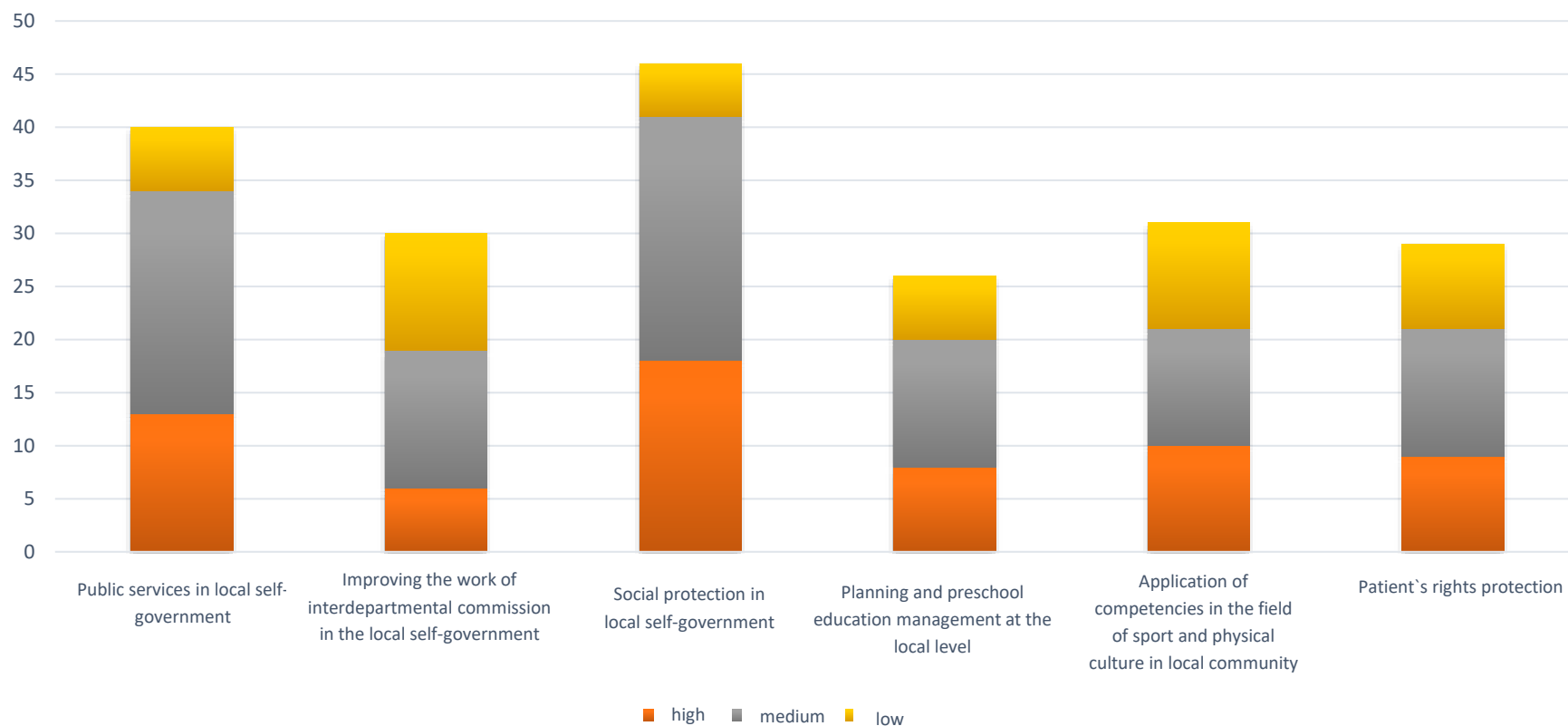


SOCIAL ACTIVITIES IN LOCAL SELF-GOVERNMENT

Needs of officers for training from the area of Social activities in local self-government



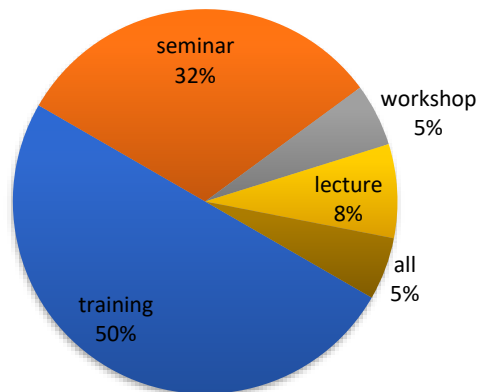
Degree of priority of topics from the area of Social activities in local self-government



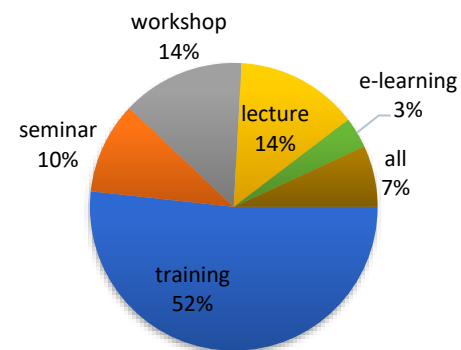


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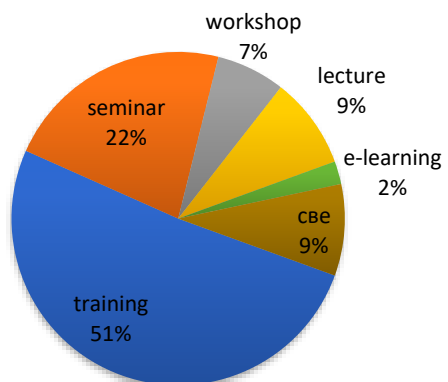
Public services in local self-government



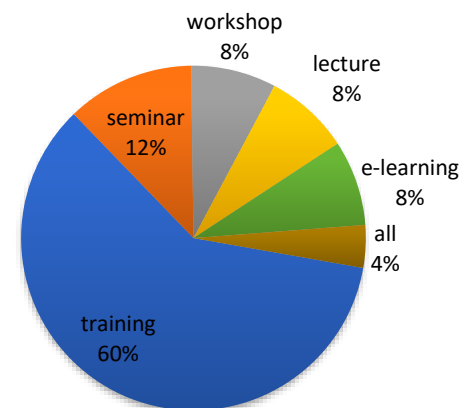
Improving the work of the interdepartmental commission in the local self-government



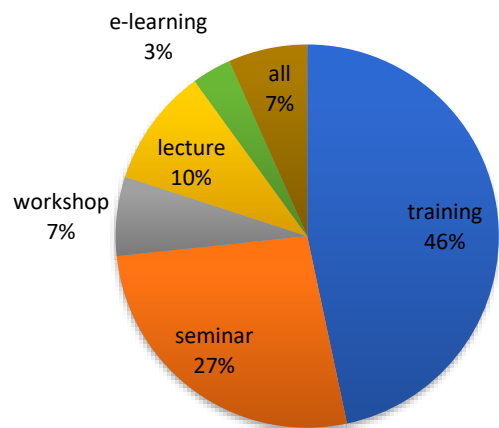
Social protection in local self-government



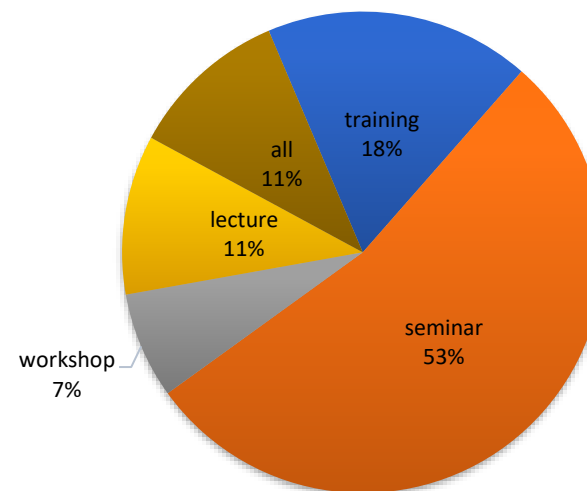
Planning and preschool education management at the local level



Application of competencies in the field of sport and physical culture in local community

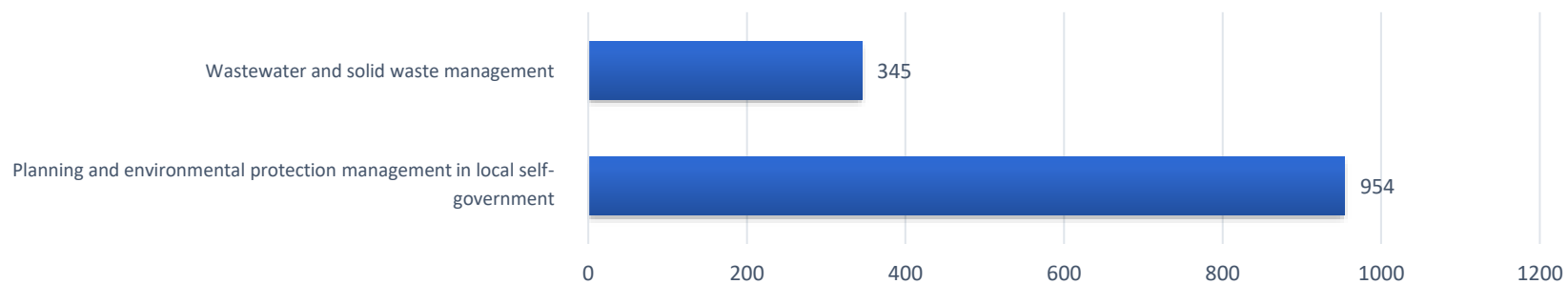


Patient`s rights protection

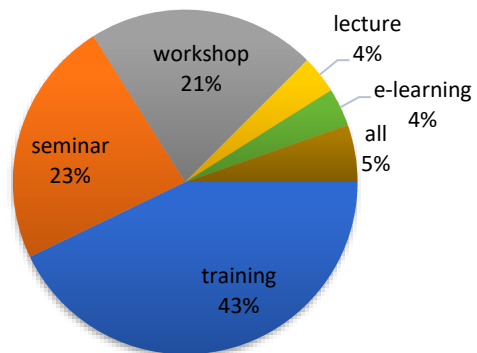


ENVIRONMENTAL PROTECTION

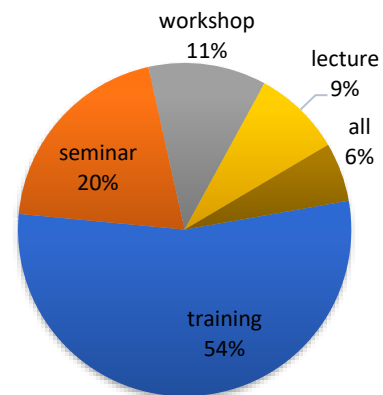
Needs of officers for training from the area of Environmental protection



Planning and environmental protection management in local self-government



Wastewater and solid waste management



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Planning and environmental protection management in local self-government

Wastewater and solid waste management

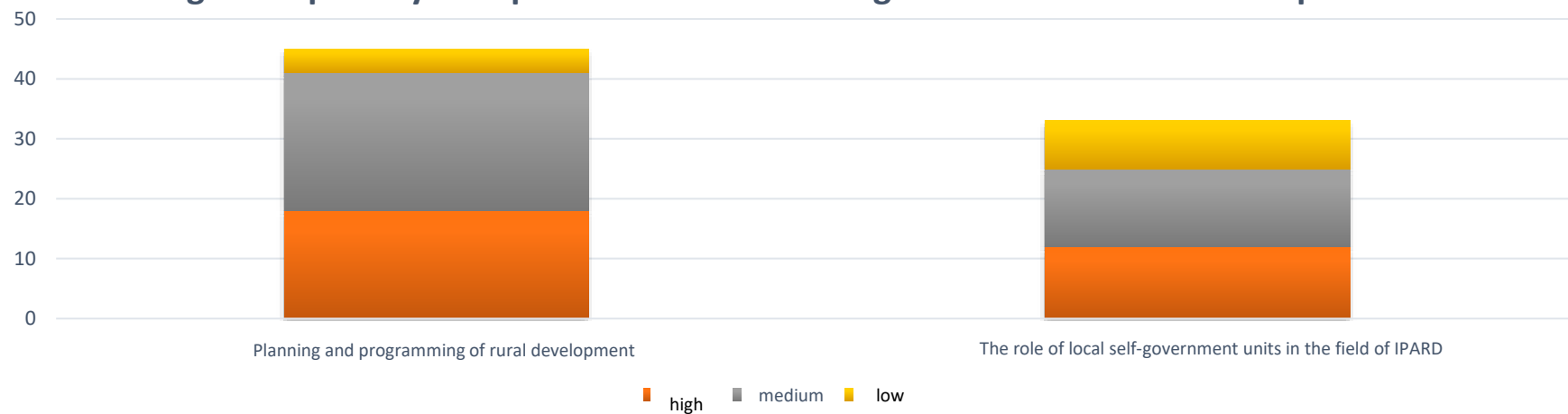
■ high ■ medium ■ low

AGRICULTURE AND RURAL DEVELOPMENT

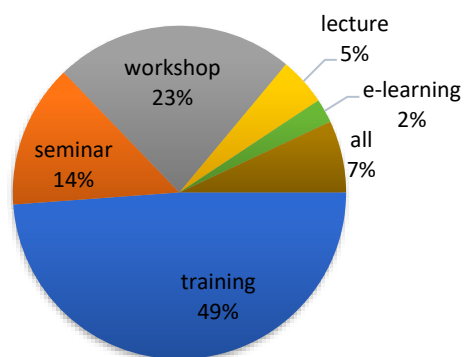
Needs of officers for training from the area of Agriculture and rural development



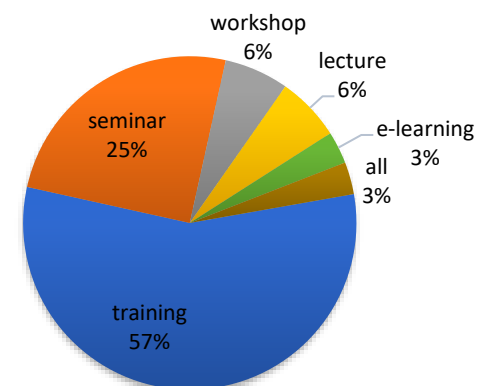
Degree of priority of topics from the area of Agriculture and rural development



Planning and programming of rural development

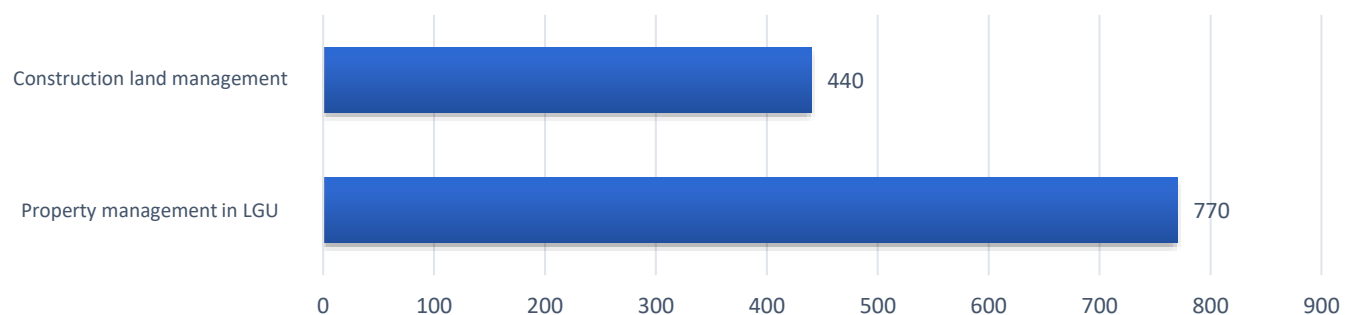


The role of local self-government units in the field of IPARD

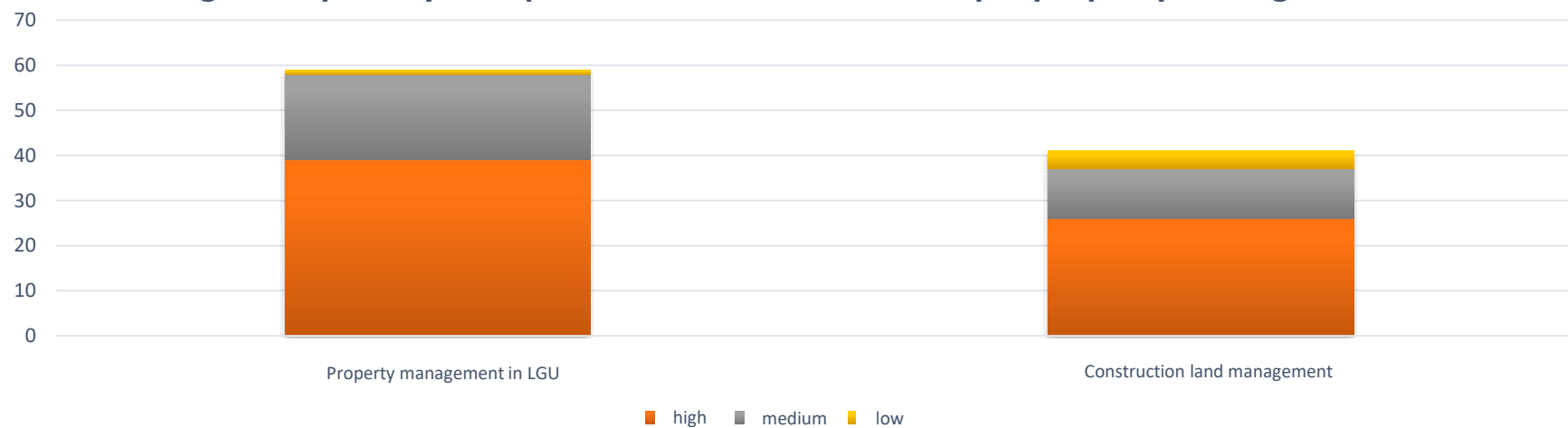


MUNICIPAL PROPERTY MANAGEMENT

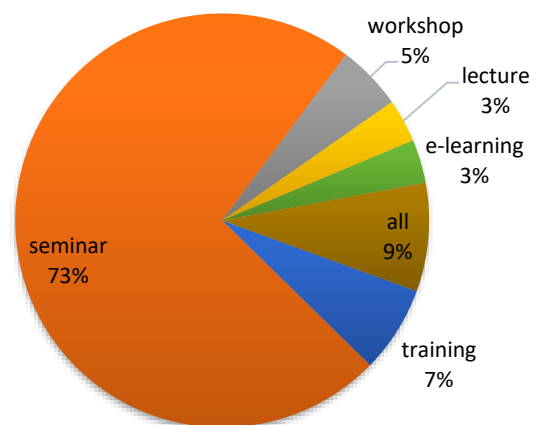
Needs of officers for training from the area of Municipal property management



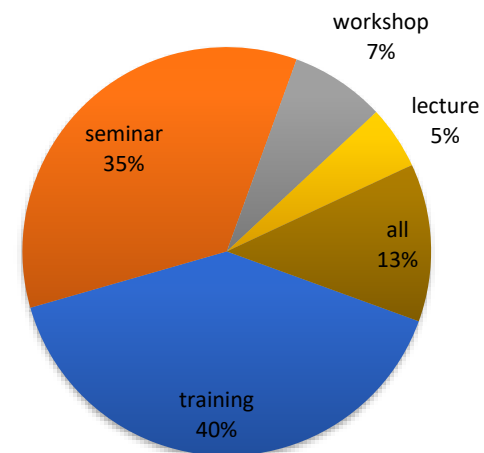
Degree of priority of topics from the area of Municipal property management



Property management in LGU

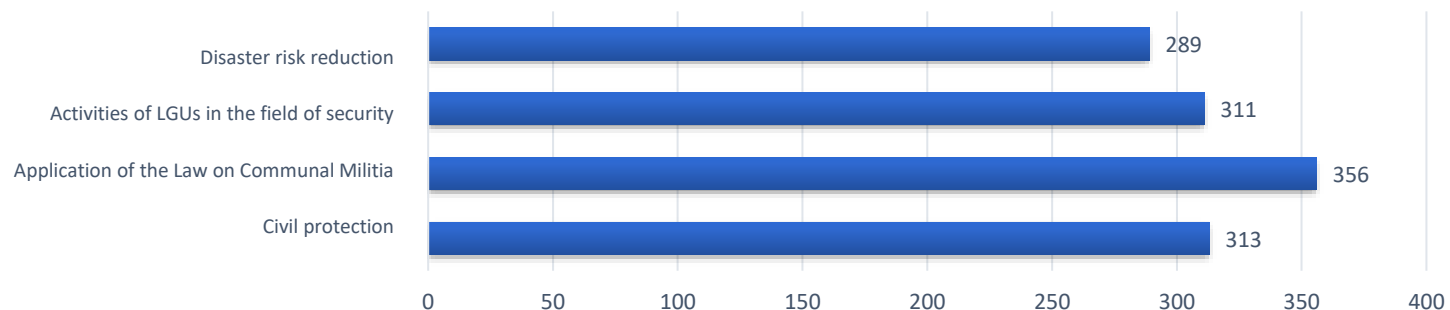


Construction land management

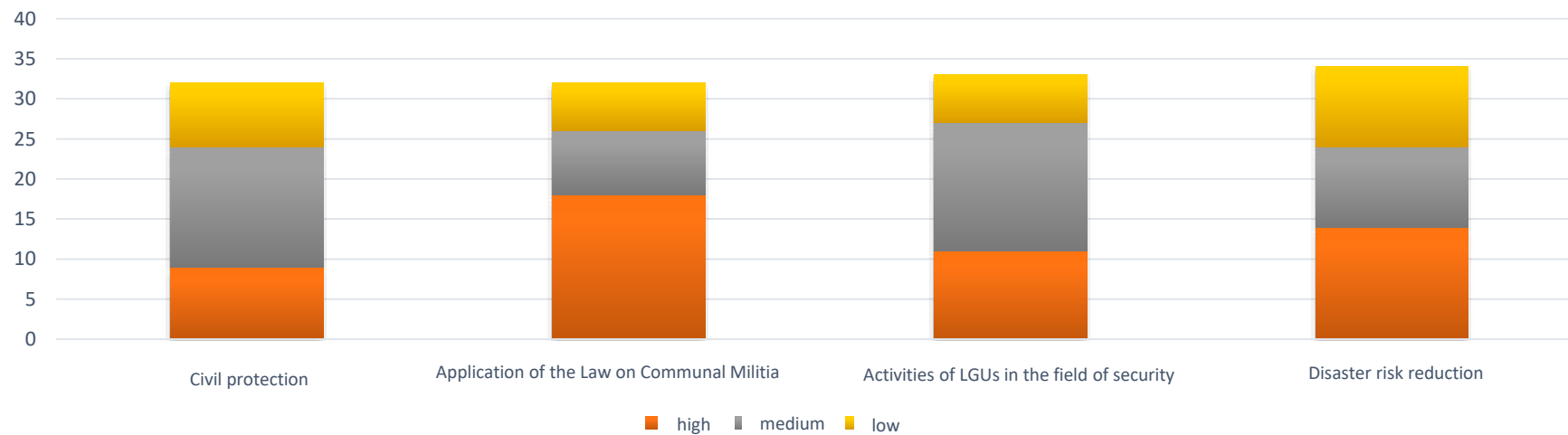


SECURITY IN LOCAL COMMUNITY

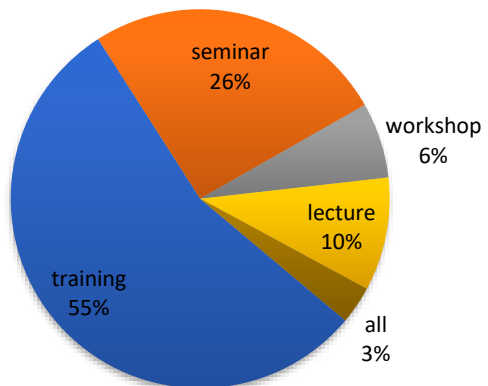
Needs of officers for training from the area of Security in local community



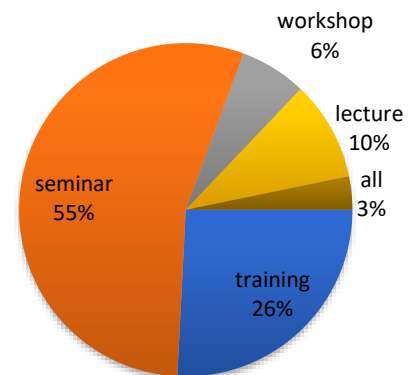
Degree of priority of topics from the area of Security in local community



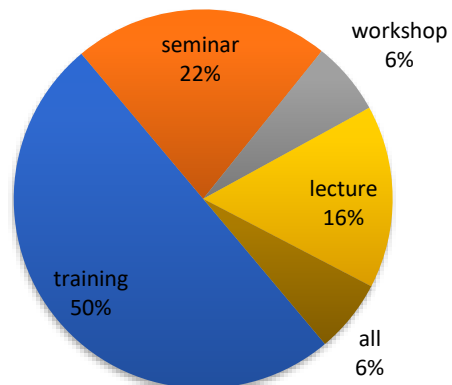
Civil protection



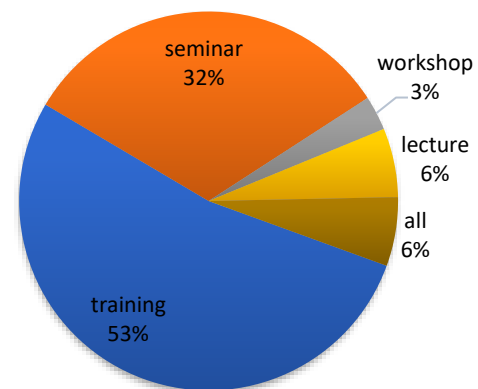
Application of the Law on Communal Militia



Activities of LGUs in the field of security

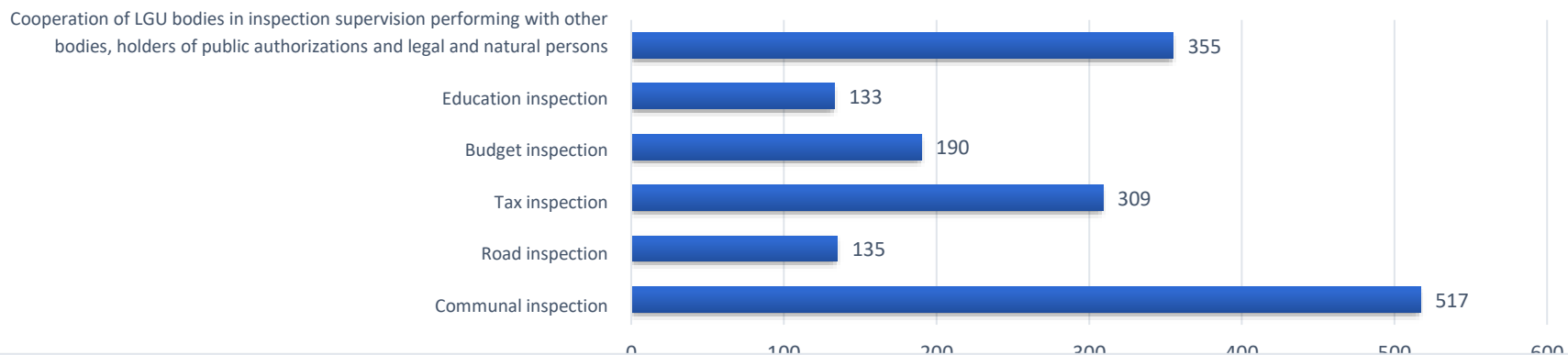


Disaster risk reduction

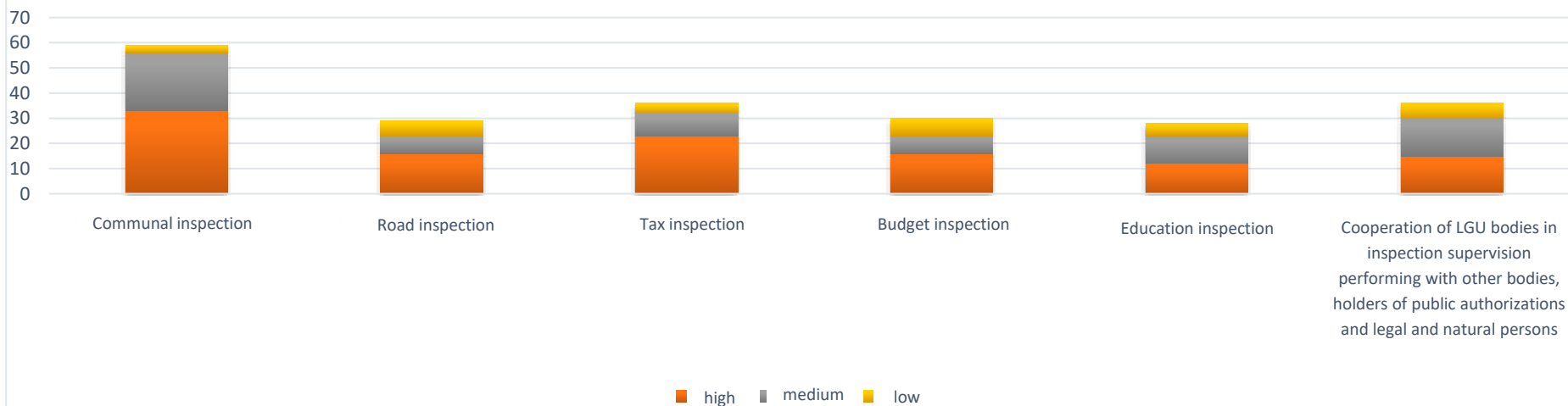


INSPECTION CONTROL

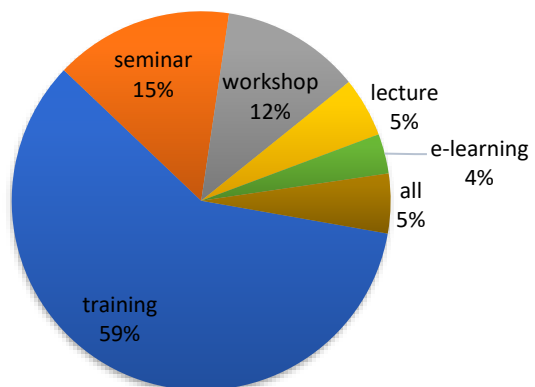
Needs of officers for training from the area of Inspection control



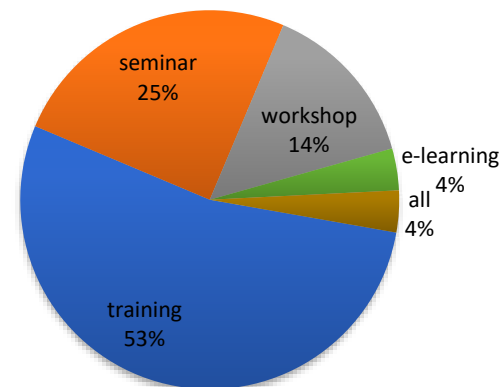
Degree of priority of topics from the area of Inspection control



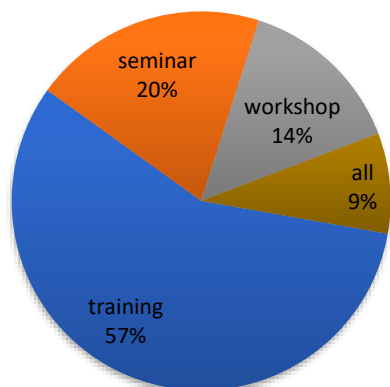
Communal inspection



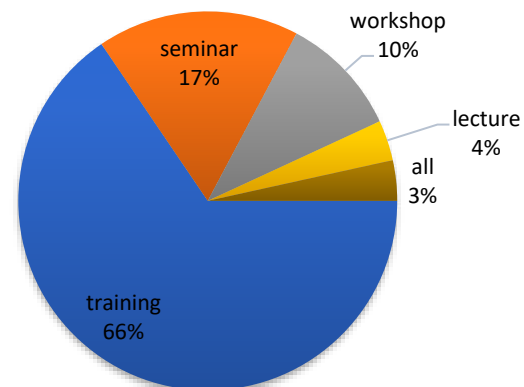
Road inspection



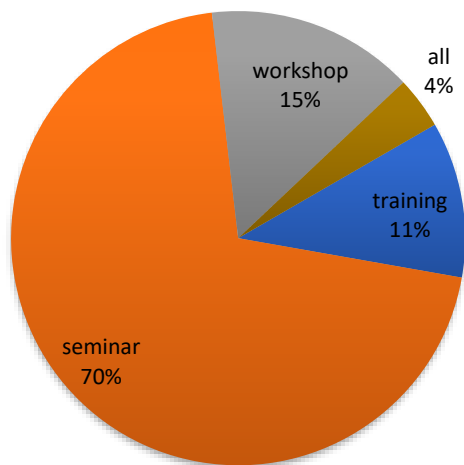
Tax inspection



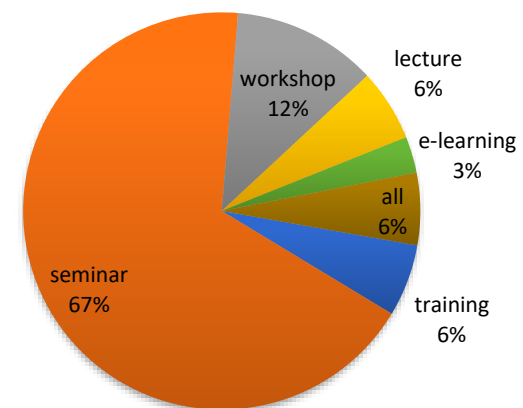
Budget inspection



Education Inspection

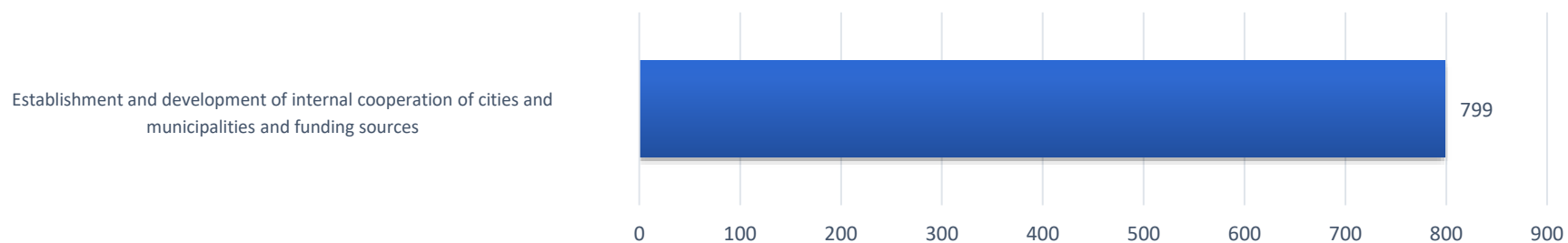


Cooperation of LGU bodies in inspection supervision performing with other bodies, holders of public authorizations and legal and natural persons

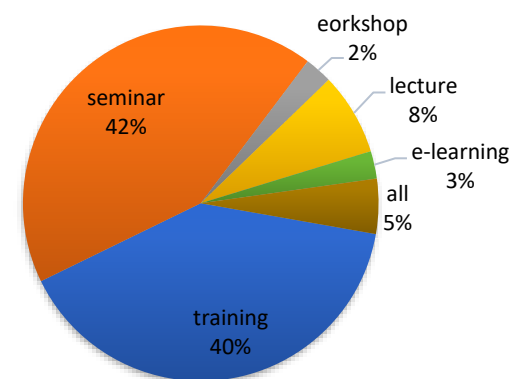


INTERNATIONAL COOPERATION OF LOCAL GOVERNMENTS

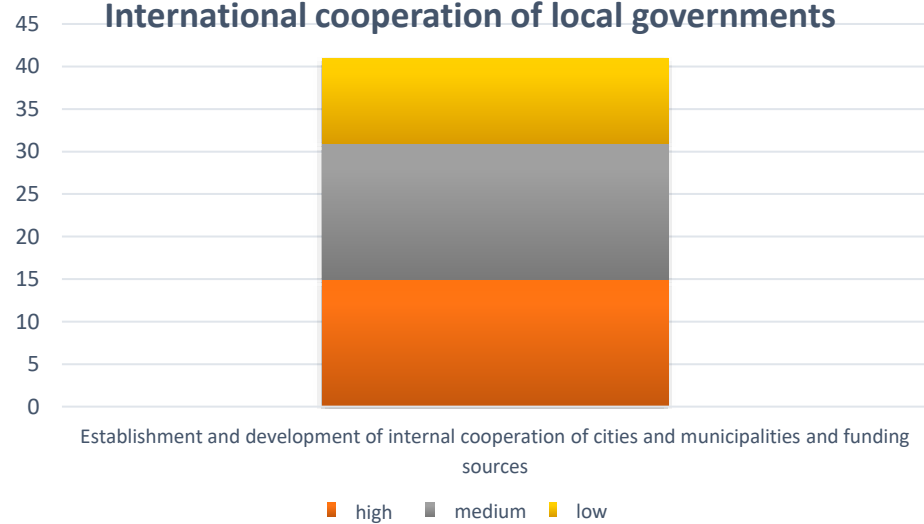
Needs of officers for training from the area of International cooperation of local governments



Establishment and development of international cooperation of cities and municipalities and funding sources

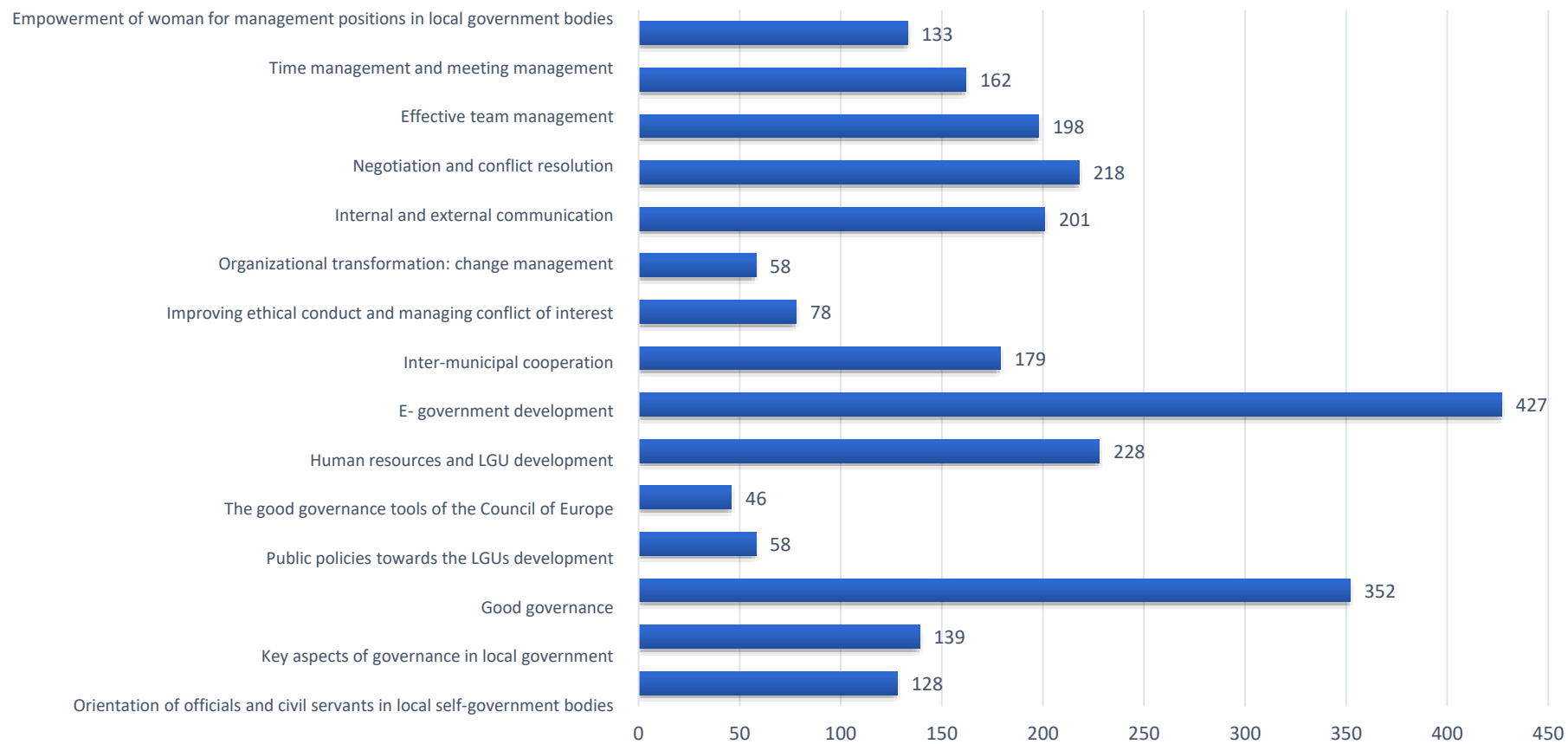


Degree of priority of topics from the area of International cooperation of local governments

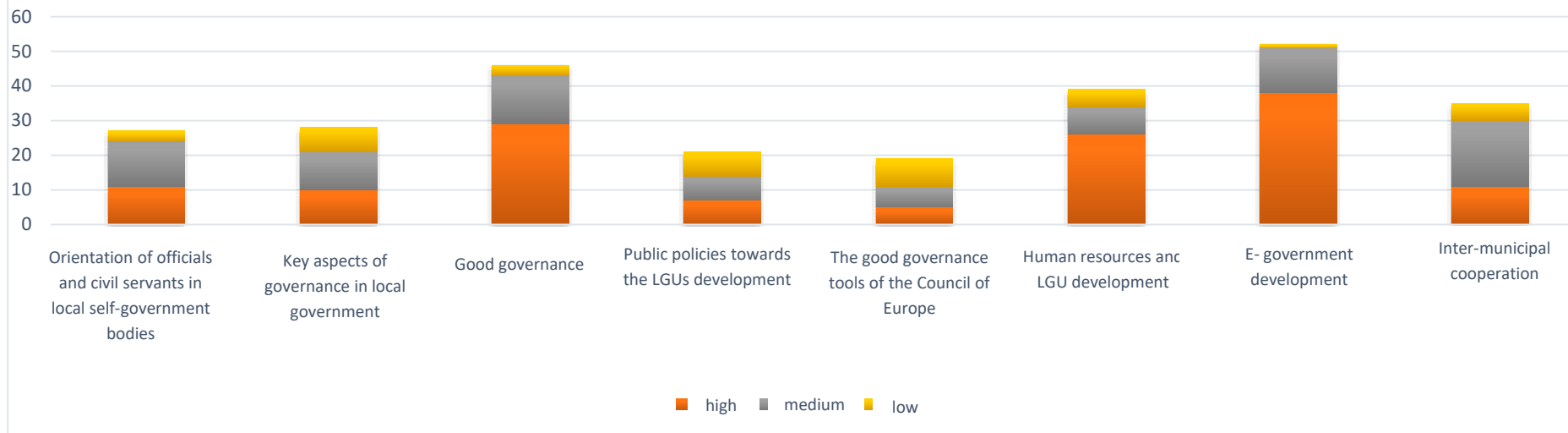


TRAINING OF MANAGERS

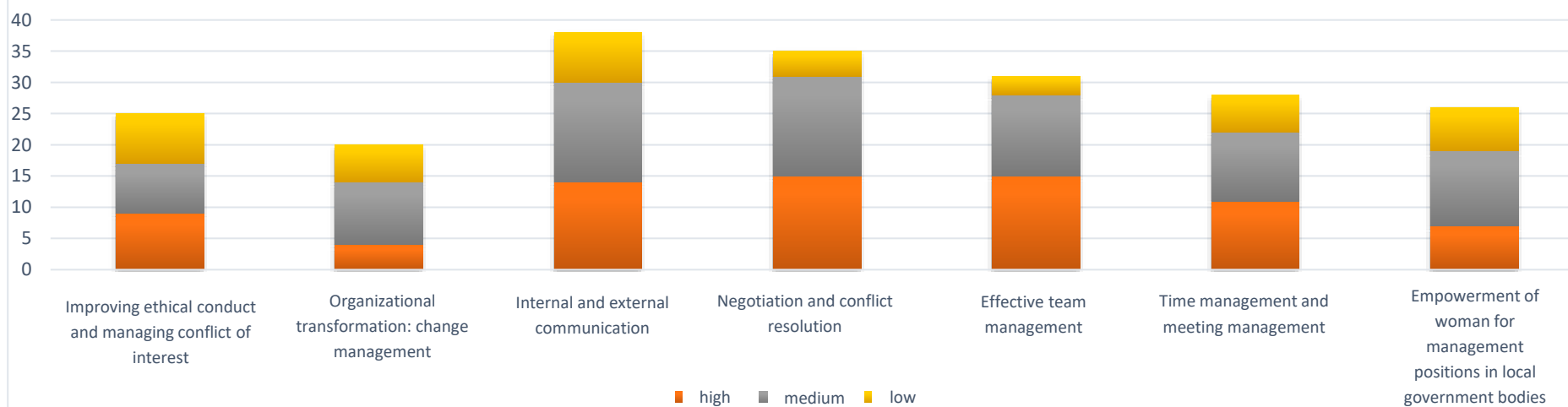
Needs of officers for Training of managers



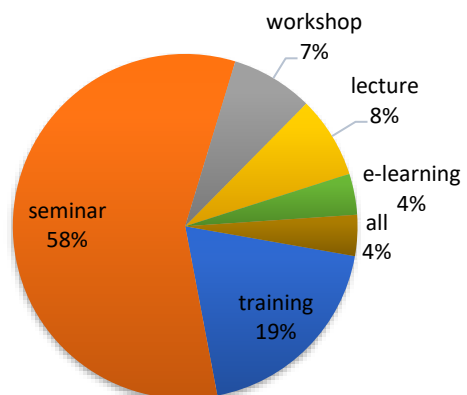
Degree of priority of topics from the area Training of managers (1)



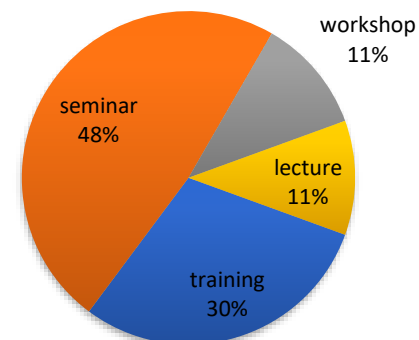
Degree of priority of topics from the area Training of managers (2)



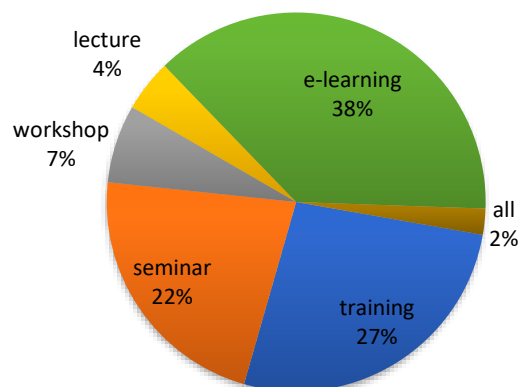
Orientation of officials and civil servants in the local self-government bodies



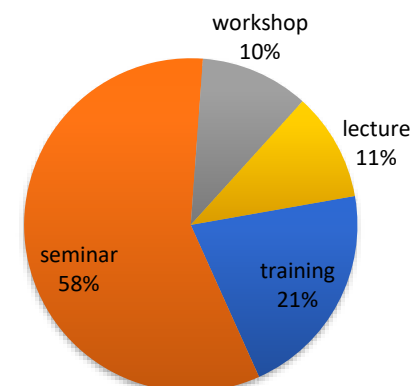
Key aspects of governance in local government



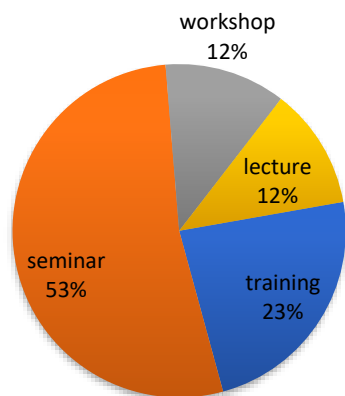
Good governance



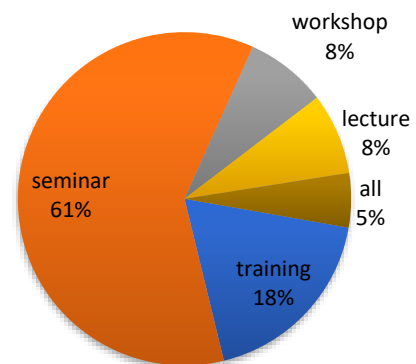
Public policies towards the LGUs development



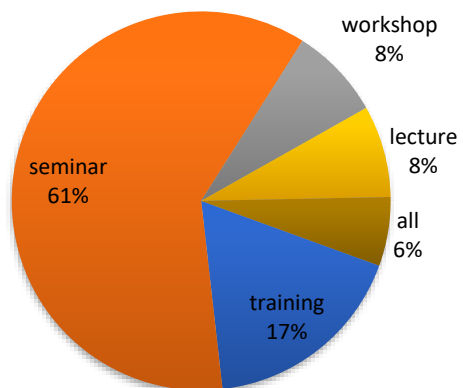
The good governance tools of the Council of Europe



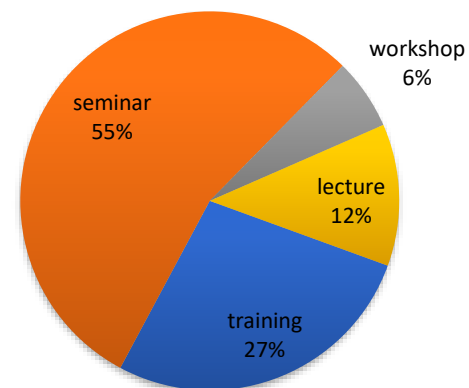
Human resources and LGU development



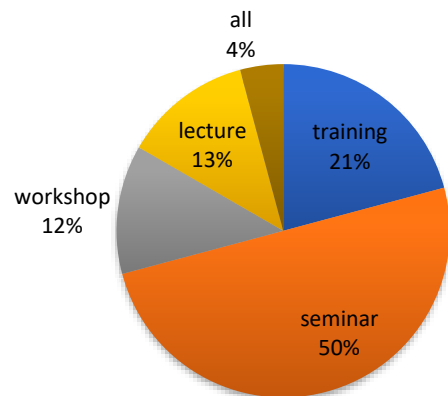
E - government development



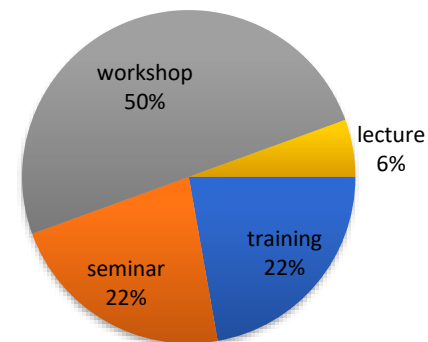
Inter - municipal cooperation



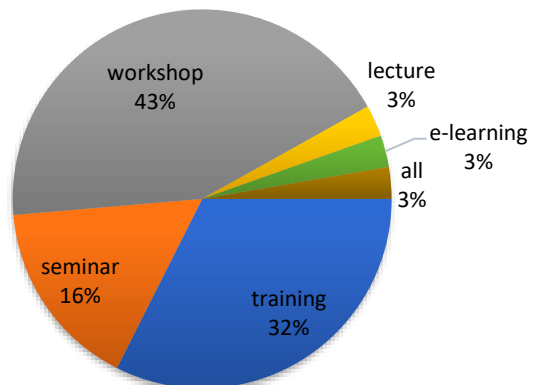
Improving ethical conduct and managing conflict of interest



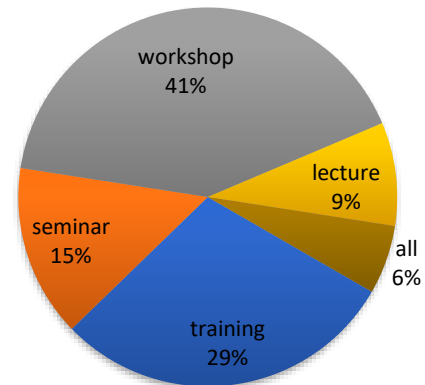
Organizational transformation: change management



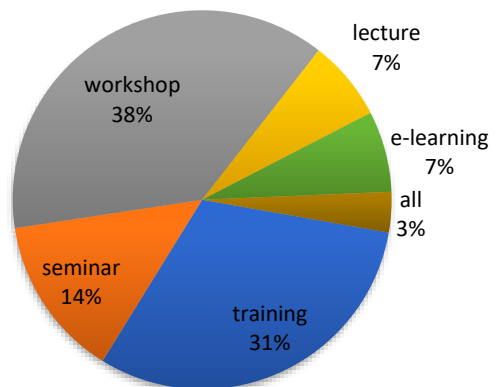
Internal and external communication



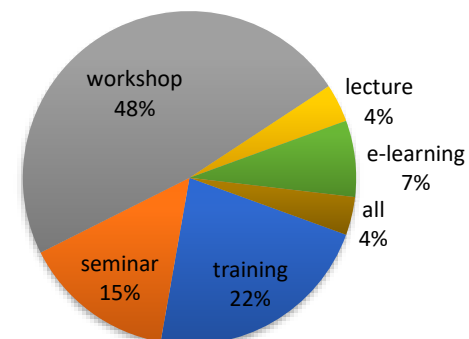
Negotiation and conflict resolution



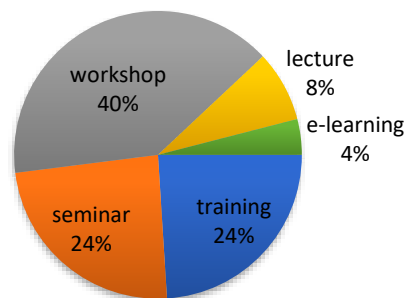
Effective team management



Time management and meeting management



Empowerment of woman for management positions in local government bodies



Meetings were held with relevant stakeholders within the consultation process in order to analyze the needs for professional development

Name and surname	Name of workplace/organizational unit	Institution/organ/project
Bojana Slijepčević, Ivana Urošević and Maja Konstantinović	European Union Funds Management Sector	Ministry of Finance
Victoria Primhak, Aleksandra Milenković, Valeria Aleri, Danuta Jablonska, Ana Drljević, Valentina Vidović, Danilo Golubović and Marija Oros Janković	Experts	IPA project of the Ministry of European Integration „Development of a cohesion policy management system “, funded by the EU
Dragana Janković	Sector for selection and development of staff	Human Resources Management Service
Žarko Stepanović, Danilo Rodić and Sanja Atanasković		Office for Cooperation with Civil Society
Zvonko Popović		National Academy of Public Administration
Zlatko Petrović	Supervision Sector	Commissioner for Information of Public Importance
Ivana Vukašionović	Sector to support planning, coordination and monitoring of public policy implementation	Republic Secretariat for Public Policies
Ivana Savićević	Human Resources Management Sector	Ministry of State Administration and Local Self-Government
Jasmina Benmansur	Sector for professional development	Ministry of State Administration and Local Self-Government

Name and surname	Name of workplace/organizational unit	Institution/organ/project
Jelena Stevanov	Sector for Communications and Training and Preparation of the Serbian version of the Acquis Communautaire	Ministry of European Integration
Jelena Stevanov and Danijela Gvozdenović	Sector for Communications and Training and Preparation of the Serbian version of the Acquis Communautaire	Ministry of European Integration
Jene Hajnal	Chairman of the Coordination, President of the National Council of the Hungarian National Minority	Coordination of National Councils of National Minorities
Claudine Zistafre	Public Administration Reform Expert	Ministry of State Administration and Local Self-Government
Lidija Radenković, Dragana Ćurčija		Ministry of State Administration and Local Self-Government and GIZ
Ljiljana Uzelac	Strategic Planning Department	Ministry of State Administration and Local Self-Overnment
Maja Ilić		Directorate for Safety and Health at work
Marijana Obradović and Ksenija Mitrović	Integrity prevention and strengthening sector	Anti-Corruption Agency
Marjana Mravic		Expert
Milan Stefanović		Expert
Milesa Marjanović and Miroslav Bunčić	Budget sector	Ministry of Finance
Milica Bukvić	Sector for Analytical Affairs	Human Resources Management Service
Mirjana Albulj, Irena Komazec Cvetković and Jovana Joksimović	Sector for cross-border and transnational cooperation programs and cooperation with bodies and organizations at the local and regional level for more efficient use of funds	Ministry of European Integration
Nebojša Mišić	Sector for Analytical Affairs	Human Resources Management Service

Name and surname	Name of workplace/organizational unit	Institution/organ/project
Ninoslav Kekić	Sector for ensuring the implementation of public policies	Republic Secretariat for Public Policies
Olga Vučković Kićanović		Republic Agency for Peaceful Settlement of Labor Disputes
Special working group		Council for professional development of employees in local self-government units
Sandra Budjić	Capital Project Management Group	Ministry of Finance

STARTING POINTS

for the preparation of the General Training Program for Civil Servants,
Training program for managers in state bodies,
General training program for employees in local self-government units and
Training programs for managers in local self-government units
for 2021.

The proposed areas and thematic units represent the starting point for the preparation and development of training programs for 2021. Given that the consultation process with key stakeholders, as well as the budgeting process for 2021, has not yet been completed, some changes in the proposed areas and thematic units can be expected.

GENERAL TRAINING PROGRAM FOR CIVIL SERVANTS

INTRODUCTORY TRAINING PROGRAM

INTRODUCTORY TRAINING PROGRAM FOR CIVILIANS WITH ACQUIRED SECONDARY EDUCATION

- CONSTITUTIONAL ORGANIZATION AND BASICS OF THE STATE ADMINISTRATION SYSTEM (remains the same)

- ADMINISTRATIVE PROCEDURES
- OFFICE BUSINESS
- FUNDAMENTALS OF LABOR LEGISLATION
- BASICS OF THE EUROPEAN UNION SYSTEM

INTRODUCTORY PROGRAM FOR CIVIL SERVANTS WITH ACQUIRED HIGHER EDUCATION

- CONSTITUTIONAL ORGANIZATION
- STATE ADMINISTRATION SYSTEM
- ADMINISTRATIVE PROCEDURE AND ADMINISTRATIVE DISPUTE
- OFFICE OPERATIONS
- LABOR LEGISLATION
- BASICS OF THE EUROPEAN UNION SYSTEM

PROGRAM OF CONTINUOUS PROFESSIONAL TRAINING OF CIVIL SERVANTS IN CIVIL

AUTHORITIES

PUBLIC POLICIES

- PUBLIC POLICIES - ONLINE TRAINING
- PUBLIC POLICIES - CREATION, IMPLEMENTATION AND ANALYSIS OF EFFECTS
- PUBLIC POLICIES - DOCUMENT MAKING
- PUBLIC POLICIES - IMPLEMENTATION MONITORING AND EVALUATION
- MEDIUM-TERM PLANNING

- ACTION PLAN FOR IMPLEMENTATION OF GOVERNMENT PROGRAMS - PROCESS OF DEVELOPMENT, IMPLEMENTATION AND REPORTING
- IDENTIFYING RESOURCES NECESSARY FOR PUBLIC POLICY MANAGEMENT
- USE OF A UNIFORM INFORMATION SYSTEM FOR PLANNING, MONITORING IMPLEMENTATION, COORDINATION OF PUBLIC POLICIES AND REPORTING
- PUBLIC POLICIES - CYCLE OF PUBLIC POLICIES FOR CIVIL SERVANTS

ADMINISTRATION IN THE SERVICE OF CITIZENS

- GOOD GOVERNANCE CONCEPT - ONLINE TRAINING
- INTRODUCTION TO QUALITY MANAGEMENT
- OFFICE OPERATIONS
- LIST OF ADMINISTRATIVE PROCEDURES
- OPTIMIZATION OF ADMINISTRATIVE PROCEDURES
- FINANCING PUBLIC INTEREST PROGRAMS IMPLEMENTED BY ASSOCIATIONS
- TOWARDS A MORE EFFICIENT PROCEDURE FOR OBTAINING WORK PERMITS FOR FOREIGNERS
- APPLICATION OF THE LAW ON THE REGISTER OF SPATIAL UNITS IN THE ADDRESS REGISTER

LEGISLATIVE PROCESS MANAGEMENT AND ADMINISTRATIVE ACTS

- LEGISLATIVE PROCESS - BASIC TRAINING
- PUBLIC PARTICIPATION IN THE PROCEDURE FOR DRAFT REGULATION
- METHODOLOGY OF DRAFTING REGULATIONS

- APPLICATION OF GRAMMAR, STYLE AND SPELLING RULES IN DRAWING UP REGULATIONS
- ANALYSIS OF THE EFFECTS OF REGULATIONS - THE ROAD TO QUALITY REGULATIONS
- GENERAL ADMINISTRATIVE PROCEDURE - ONLINE TRAINING
- GENERAL ADMINISTRATIVE PROCEDURE
- APPLICATION OF THE METHODOLOGY FOR MONITORING THE APPLICATION OF THE LAW ON GENERAL ADMINISTRATIVE PROCEDURE
- ADMINISTRATIVE DISPUTE AND PRACTICE OF THE ADMINISTRATIVE COURT
- PREPARATION AND MAKING OF EXPERT OPINIONS AND EXPLANATIONS OF DIFFERENT LEGAL ACTS
- NEWS IN LEGISLATION

INSPECTION SUPERVISION

EXAMINATION PROGRAM FOR INSPECTORS

- GENERAL ADMINISTRATIVE PROCEDURE AND BASIS OF ADMINISTRATIVE DISPUTES
- LAW ON INSPECTION SUPERVISION AND ACCOMPANYING REGULATIONS AND GENERAL ACTS
- FUNDAMENTALS OF THE RIGHTS OF COMPANIES AND OTHER BUSINESS ENTITIES AND BUSINESS OPERATIONS
- FUNDAMENTALS OF CRIMINAL LAW AND CRIMINAL PROCEDURES
- SKILLS NEEDED TO PERFORM INSPECTION

CONTINUOUS TRAINING PROGRAM FOR INSPECTORS

- INSPECTION SUPERVISION - ONLINE TRAINING
- TOWARDS MORE EFFICIENT INSPECTIONS

- INSPECTION SUPERVISION - COMMUNICATION SKILLS AND PROFESSIONAL CONDUCT OF INSPECTORS
- E-INSPECTOR

PUBLIC FINANCES

- BASICS OF PUBLIC FINANCES
- PLANNING OF PRIORITY FINANCING AREAS
- PREPARATION OF FINANCIAL PLANS OF USERS (in accordance with the Instruction for preparation of the budget of the Republic of Serbia for 2022 and projections for 2023 and 2024) (include horizontal topics)
- PREPARATION, MONITORING AND REPORTING IN THE PROGRAM BUDGETING PROCESS
- CAPITAL BUDGETING
- BUDGET EXECUTION
- BUDGET ACCOUNTING AND REPORTING
- TAX BUSINESS
- PUBLIC PROCUREMENT - PLANNING AND IMPLEMENTATION
- E-PROCUREMENT PORTAL
- BASIC TRAINING FOR FINANCIAL MANAGEMENT AND CONTROL
- BASIC TRAINING FOR INTERNAL AUDITORS
- TRAINING FOR PRACTICAL AUDIT WORK
- PUBLIC SECTOR AUDIT

MANAGEMENT OF INTERNATIONAL DEVELOPMENT ASSISTANCE AND EU FUNDS

TRAINING PROGRAM FOR NEW EMPLOYEES IN IPA STRUCTURES

- INSTRUMENT FOR EUROPEAN UNION PRE-ACCESSION ASSISTANCE
- PROJECT CYCLE MANAGEMENT
- PROGRAMMING AND PREPARATION OF PROGRAM DOCUMENTS
- BASICS OF PUBLIC PROCUREMENT AND CONTRACT MANAGEMENT (PRAG)

TRAINING PROGRAM FOR EMPLOYEES IN PROJECT PLANNING AND IMPLEMENTATION

- CONDUCTING INTERNAL AUDIT IN THE CONTEXT OF IPA
- IPARD
- IMPLEMENTATION OF CALLS FOR ALLOCATION OF IPARD FUNDS
- FINANCIAL MANAGEMENT IN THE IPARD CONTEXT
- FINANCIAL MANAGEMENT
- IRREGULARITIES IN THE IPA CONTEXT
- PLANNING OF IPA FUNDS AND NATIONAL PARTICIPATION
- METHODOLOGY FOR SELECTION AND PRIORITIZATION OF INFRASTRUCTURE PROJECTS
- MONITORING AND EVALUATION OF IPA TERRITORIAL COOPERATION PROGRAM
- RESULT-ORIENTED MONITORING AND EVALUATION OF THE PROGRAM WITHIN IPA COMPONENT I (TAIB) AND NATIONAL ACTION PROGRAMS (NAP) UNDER IPA II (2014 - 2020)
- TWINNING CONTRACTS

- GRANT AGREEMENTS UNDER ANNUAL NATIONAL ACTION PROGRAMS - FOR END BENEFICIARIES AND GRANT BENEFICIARIES
- GRANT AGREEMENTS UNDER THE TERRITORIAL COOPERATION PROGRAM
- WORKS CONTRACTS (PRAG) - PREPARATION AND CONTRACTING
- WORKS CONTRACTS (PRAG) - CONTRACT IMPLEMENTATION
- SUPPLY CONTRACTS (PRAG)
- SERVICE CONTRACTS (PRAG)
- RELIEF FROM VAT AND CUSTOMS DUTIES IN SHARED MANAGEMENT
- VAT AND CUSTOMS EXEMPTION IN DECENTRALIZED / INDIRECT MANAGEMENT
- HORIZONTAL ISSUES FOR HORIZONTAL FUNCTION HOLDERS
- APPLICATION AND IMPLEMENTATION OF PROJECTS FROM OTHER EU FUNDS AS WELL AS FROM FUNDS OF OTHER DONORS

TRAINING PROGRAM FOR EMPLOYEES IN CONTRACTING AND FINANCING PROGRAMS FROM EU FUNDS

- TWINNING CONTRACTS
- GRANT AGREEMENTS UNDER ANNUAL NATIONAL ACTION PROGRAMS
- CONTRACTS FOR THE EXECUTION OF WORKS (PRAG)
- SUPPLY CONTRACTS (PRAG)
- SERVICE CONTRACTS (PRAG)

EUROPEAN INTEGRATION AND INTERNATIONAL COOPERATION

- INTRODUCTION TO THE EU
- IMPLEMENTATION OF THE STABILIZATION AND ASSOCIATION AGREEMENT (SAA)
- EUROPEAN UNION LAW
- EU POLICIES
- EU COHESION POLICY – INTRODUCTION
- EU COHESION POLICY - PLANNING AND PROGRAMMING
- INTERNATIONAL TREATIES - PREPARATION AND CONCLUSION
- CONDUCTING INTERNATIONAL NEGOTIATIONS

HUMAN RESOURCES MANAGEMENT

- HUMAN RESOURCES MANAGEMENT BASED ON COMPETENCES
- LABOR RELATIONS IN STATE AUTHORITIES - APPLICATION IN PRACTICE
- PERSONNEL PLANNING AND DRAWING UP OF THE RULEBOOK ON INTERNAL ORGANIZATION AND SYSTEMATIZATION OF WORKPLACES
- ANALYSIS OF JOB DESCRIPTION AND DETERMINATION OF COMPETENCES FOR CIVIL SERVANTS
- REGULATIONS AND PROCEDURES IN THE FIELD OF EMPLOYMENT OF CIVIL SERVANTS
- STAFF SELECTION METHODS AND TECHNIQUES
- ADVANCED TRAINING FOR OBSERVERS IN CANDIDATE ASSESSMENT CENTERS
- MANAGEMENT OF PROFESSIONAL IMPROVEMENT IN STATE AUTHORITIES
- SETTING ORGANIZATIONAL GOALS AND DETERMINING IMPACT
- EVALUATION OF PERFORMANCE

- HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM
- INTERNAL LABOR MARKET - INSTRUMENT FOR FILLING VACANCIES
- MONITORING THE SITUATION REGARDING THE OUTFLOW OF STAFF AND TAKING MEASURES

PROTECTION OF HUMAN RIGHTS AND DATA CONFIDENTIALITY

- SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PROTECTION - ONLINE TRAINING
- PROTECTION OF HUMAN RIGHTS
- RIGHTS OF MEMBERS OF NATIONAL MINORITIES
- PROTECTION AGAINST DISCRIMINATION
- DISCRIMINATION BEFORE PUBLIC AUTHORITIES
- ENFORCEMENT OF JUDGMENTS OF THE EUROPEAN COURT OF HUMAN RIGHTS
- GENDER EQUALITY
- FUNDAMENTALS OF MIGRATION MANAGEMENT
- IMPROVING PREVENTION AND COMBATING TRAFFICKING IN HUMAN BEINGS AT THE NATIONAL LEVEL
- PERSONAL DATA PROTECTION
- PROTECTION OF CLASSIFIED INFORMATION

SAFETY, PROTECTION AND HEALTH AT WORK

- SAFETY AND HEALTH AT WORK

- IMPLEMENTATION OF THE LAW ON PROTECTION OF THE POPULATION FROM INFECTIOUS DISEASES
- MOBBING - PREVENTION AND PROTECTION AGAINST ABUSE AT WORK
- IN A FEW STEPS TO PRESERVING PHYSICAL HEALTH AT WORK
- ANTI - STRESS WORKSHOP

CORRUPTION PREVENTION AND FIGHT AGAINST CORRUPTION

- ETHICS AND INTEGRITY
- PREVENTION OF CONFLICTS OF INTEREST, CONTROL OF OFFICIALS' PROPERTY AND REGISTERS
- DEVELOPMENT, IMPLEMENTATION AND MONITORING OF THE IMPLEMENTATION OF INTEGRITY PLANS
- RIGHT TO ACCESS INFORMATION OF PUBLIC IMPORTANCE
- WHISTLEBLOWER PROTECTION

COMMUNICATION AND PUBLIC RELATIONS

- COMMUNICATION SKILLS
- ASSERTIVE COMMUNICATION
- WRITTEN COMMUNICATION
- STORYTELLING DEVELOPMENT
- HOW TO IMPROVE INTERPERSONAL SKILLS?
- CONFLICT RESOLUTION

- POWER OF FEEDBACK
- INTERCULTURAL COMMUNICATION
- STATE PROTOCOL WITH ELEMENTS OF BUSINESS PROTOCOL (DIPLOMATIC DICTIONARY AND DIPLOMATIC PRACTICE)
- EVENT MANAGEMENT
- PUBLIC RELATIONS – BASIC
- PUBLIC RELATIONS
- PUBLIC RELATIONS - ADVANCED LEVEL
- PUBLIC APPEARANCE
- MARKETING MANAGEMENT IN ADMINISTRATION- FROM A TO Z

FOREIGN LANGUAGES

- FRENCH - LEVEL B1
- FRENCH – LEVEL B2
- FRENCH – LEVEL C1
- GERMAN – LEVEL B1
- GERMAN – LEVEL B2
- GERMAN – LEVEL C1
- RUSSIAN – LEVEL B1
- RUSSIAN – LEVEL B2
- RUSSIAN – LEVEL C1
- ENGLISH – LEVEL B1

- ENGLISH – LEVEL B2
- ENGLISH – LEVEL C1
- SPECIALIST ENGLISH LANGUAGE COURSE - LEVEL C1

ELECTRONIC GOVERNANCE AND DIGITALIZATION

- TABLE CALCULATIONS
- PRESENTATIONS
- USE OF DATABASES
- IT SECURITY
- ONLINE COLLABORATION
- ADVANCED TEXT PROCESSING
- ADVANCED TABLE CALCULATIONS
- ADVANCED DATABASES
- ADVANCED PRESENTATIONS
- HOW TO USE PIVOT TABLES IN EXCEL?
- COOPERATE IN TEAMS WITH *MS TEAMS*
- STATISTICAL DATA PROCESSING USING THE SPSS PROGRAM
- PUBLIC SECTOR DATA - PROCESSING, STATISTICAL ANALYSIS AND INTERPRETATION
- ELECTRONIC GOVERNMENT IN THE SERVICE OF CITIZENS
- ESTABLISHMENT OF ELECTRONIC SERVICES AND INFORMATION SECURITY - ICT SYSTEMS OF SPECIAL IMPORTANCE

- DATA OPENING AND VISUALIZATION
- ELECTRONIC DOCUMENT, ELECTRONIC IDENTIFICATION AND TRUST SERVICES IN ELECTRONIC BUSINESS
- APPLICATION OF GUIDELINES FOR MAKING INTERNET PRESENTATIONS AND VISIBILITY OF INTERNET PRESENTATIONS
- BASICS OF SQL
- BASICS OF HTML
- WITH NATIONAL INFRASTRUCTURE OF GEOSPATIAL DATA TOWARDS MORE EFFICIENT GOVERNANCE AND BETTER PUBLIC SERVICES

LECTURER TRAINING

- GENERAL COACHING SKILLS
- COACHING SKILLS IN ONLINE LEARNING
 - HOW TO PREPARE AND IMPLEMENT A SUCCESSFUL WEBINAR?
 - COACHING SKILLS IN ONLINE LEARNING - LMS (*LEARNING MANAGEMENT SYSTEM*)
- DIDACTIC-METHODICAL WORKSHOPS
 - VISUALIZATION AND MODERATION
 - THE POWER OF THE MAP OF THE MIND
 - CASE STUDY – PREPARATION AND APPLICATION
 - PRODUCTION OF INSTRUMENTS FOR EVALUATION AND ASSESSMENT
 - PRE WORK – POST WORK ACTIVITIES
 - PERSONAL DEVELOPMENT AND COACH PROGRESS PROGRAM

- MAKING PRESENTATIONS IN PREZI
- USE OF THE *MENTIMETER* APPLICATION IN LEARNING

- **MENTOR TRAINING**

PERSONAL DEVELOPMENT AND SKILLS

- DISCOVER YOUR "BEST SELF"
- PERSONAL DEVELOPMENT AND CAREER PLANNING
- INVEST IN YOUR EMPLOYEES - EMPLOYEE DEVELOPMENT METHODS
- MAKING DECISIONS
- LEARNING FOR CHANGE – BE CHANGE!
- HOW TO READ FASTER AND REMEMBER BETTER, QUICK READING TECHNIQUES
- OVERCOMING STRESS
- DEVELOPMENT OF PERSONAL EFFICIENCY AND CREATIVITY
- ORGANIZATION OF TIME
- LEAD A MEETING WITH A RESULT
- TEAMS AND TEAMWORK
- SKILL OF WORKING REMOTELY

MENTORING AND COACHING

- MENTORING
- COACHING CONVERSATIONS

TRAINING PROGRAM FOR MANAGERS IN STATE AUTHORITIES FOR 2021

I. TRAINING PROGRAM FOR CIVIL SERVANTS IN POSITION

1. TRAINING PROGRAM OF NEWLY APPOINTED CIVIL SERVANTS IN POSITION

ORIENTATION

BASICS – ESSENTIAL ISSUES

2. TRAINING PROGRAM FOR CIVIL SERVANTS IN POSITION

STRATEGIC MANAGEMENT, FINANCE AND EFFICIENCY

LEADERSHIP ROLE - LEADING OTHERS

SELF – MANAGEMENT

PUBLIC POLICY MANAGEMENT

DESIGNING SERVICES

EU MEMBERSHIP

TRANSFORMATION OF MANAGEMENT METHODS

SKILLS WORKSHOPS

- INDIVIDUAL COACHING
- RESOLVING ETHICAL DILEMMAS
- PRESS RELEASE AND MEDIA TRAINING
- ETHICS AND INTEGRITY

II. TRAINING PROGRAM FOR CIVIL SERVANTS PREPARED OR FINDED IN MANAGEMENT

POSITIONS

COMPULSORY MODULES

- BASICS OF PUBLIC POLICY MANAGEMENT - ONLINE TRAINING

- MEDIUM-TERM PLANNING
- MODERN CONCEPT OF HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT
- CHANGE MANAGEMENT AND LEADERSHIP
- EU SERBIA: NEWS – ONLINE TRAINING
- PROJECT CYCLE MANAGEMENT
- COMMUNICATION SKILLS IN A BUSINESS ENVIRONMENT
- BUILDING ORGANIZATIONAL CULTURE
- ORGANIZATIONAL TRANSFORMATION - PHILOSOPHY OF DIGITAL SOCIETY

ELECTIVE MODULES

OVERCOMING STRESS

TEAMS AND TEAMWORK

DECISIONS MAKING

ORGANIZATION OF TIME

LEAD A MEETING WITH THE RESULT

PUBLIC APPEARANCE

POWER OF FEEDBACK

GENERAL TRAINING PROGRAM FOR EMPLOYEES IN LOCAL GOVERNMENT UNITS

INTRODUCTORY TRAINING PROGRAM FOR EMPLOYEES IN LOCAL GOVERNMENT UNITS

I INTRODUCTORY TRAINING PROGRAM FOR CIVIL SERVANTS WITH ACQUIRED SECONDARY EDUCATION

- CONSTITUTIONAL ORGANIZATION AND FUNDAMENTALS OF THE STATE ADMINISTRATION SYSTEM
- ADMINISTRATIVE PROCEDURES
- OFFICE BUSINESS
- FUNDAMENTALS OF LABOR LEGISLATION
- FUNDAMENTALS OF THE EUROPEAN UNION SYSTEM

II INTRODUCTORY PROGRAM FOR CIVIL SERVANTS WITH ACQUIRED HIGHER EDUCATION

- CONSTITUTIONAL ORGANIZATION
- STATE ADMINISTRATION SYSTEM
- ADMINISTRATIVE PROCEDURE AND ADMINISTRATIVE DISPUTE
- OFFICE BUSINESS
- LABOR LEGISLATION
- BASICS OF THE EUROPEAN UNION SYSTEM

CONTINUOUS PROFESSIONAL TRAINING PROGRAM IN LOCAL SELF-GOVERNMENT UNITS

I GENERAL PROGRAM OF CONTINUOUS PROFESSIONAL TRAINING OF EMPLOYEES IN LOCAL SELF-GOVERNMENT UNITS

IMPLEMENTATION OF REGULATIONS

- GENERAL ADMINISTRATIVE PROCEDURE - ONLINE TRAINING
- GENERAL ADMINISTRATIVE PROCEDURE

- INSPECTION CONTROL – ONLINE TRAINING
- TOWARDS MORE EFFICIENT INSPECTIONS (LAW ON MISDEMEANORS)
- INSPECTION CONTROL – COMMUNICATION SKILLS AND PROFESSIONAL CONDUCT OF INSPECTORS
- E-INSPECTOR
- PREPARATION FOR EXAMINATION FOR INSPECTORS
- PREPARATION OF FINANCIAL PLANS OF USERS (in accordance with the Instructions for the preparation of the Decision on the local government budget for 2022 and projections for 2023 and 2024)
- PUBLIC POLICIES – CREATION, IMPLEMENTATION AND ANALYSIS OF EFFECTS
- PUBLIC POLICIES – DOCUMENT MAKING
- PUBLIC POLICIES – IMPLEMENTATION MONITORING AND EVALUATION
- OPTIMIZATION OF ADMINISTRATIVE PROCEDURES

EUROPEAN INTEGRATION

- INTRODUCTION TO THE EU
- IMPLEMENTATION OF THE STABILIZATION AND ASSOCIATION AGREEMENT (SSA)
- EUROPEAN UNION LAW
- EU POLICIES
- EU COHESION POLICY – INTRODUCTION
- EU COHESION POLICY – PLANNING AND PROGRAMMING

PERSONAL DEVELOPMENT AND SKILLS

- DISCOVER YOUR "BEST SELF"

- PERSONAL DEVELOPMENT AND CAREER PLANNING
- INVEST IN YOUR EMPLOYEES - EMPLOYEE DEVELOPMENT METHODS
- COMMUNICATION SKILLS
- ASSERTIVE COMMUNICATION
- WRITTEN COMMUNICATION
- SKILLS OF QUALITY WRITING OF MINUTES
- CONFLICT RESOLUTION
- POWER OF FEEDBACK
- INTERCULTURAL COMMUNICATION
- STATE PROTOCOL WITH ELEMENTS OF BUSINESS PROTOCOL
- PUBLIC APPEARANCE
- DECISIONS MAKING
- BY LEARNING TO CHANGE – BE A CHANGE!
- HOW TO READ FASTER AND REMEMBER BETTER, QUICK READING TECHNIQUES
- OVERCOMING STRESS
- DEVELOPMENT OF PERSONAL EFFICIENCY AND CREATIVITY
- THE SECRET OF THE ORGANIZATION OF TIME
- LEAD A MEETING WITH THE RESULT
- TEAMS AND TEAMWORK
- SKILL OF WORKING REMOTELY
- DEVELOPMENT OF STORYTELLING SKILLS

DEVELOPMENT OF DIGITAL COMPETENCES

- TABLE CALCULATIONS
- PRESENTATIONS
- USE OF DATABASES
- IT SECURITY
- ONLINE COLLABORATION
- PROJECT PLANNING
- ADVANCED TEXT PROCESSING
- ADVANCED TABLE CALCULATIONS
- ADVANCED DATABASES
- ADVANCED PRESENTATIONS
- HOW TO USE PIVOT TABLES IN EXCEL?
- COOPERATE IN TEAMS WITH *MS TEAMS*
- STATISTICAL DATA PROCESSING USING THE SPSS PROGRAM
- METAREGISTAR AND LIST OF OFFICIAL RECORDS
- ESTABLISHMENT OF ELECTRONIC SERVICES
- INFORMATION SECURITY - ICT SYSTEMS OF SPECIAL IMPORTANCE
- DATA OPENING AND VISUALIZATION
- ELECTRONIC DOCUMENT, ELECTRONIC IDENTIFICATION AND TRUST SERVICES IN ELECTRONIC BUSINESS
- APPLICATION OF GUIDELINES FOR MAKING INTERNET PRESENTATIONS AND VISIBILITY OF INTERNET PRESENTATIONS

- BASICS OF SQL
- BASICS OF HTML

LECTURER TRAINING

- GENERAL COACHING SKILLS
- COACHING SKILLS IN ONLINE LEARNING
 - HOW TO PREPARE AND IMPLEMENT A SUCCESSFUL WEBINAR?
 - COACHING SKILLS IN ONLINE LEARNING - LMS (*LEARNING MANAGEMENT SYSTEM*)
- DIDACTIC-METHODICAL WORKSHOPS
 - VISUALIZATION AND MODERATION
 - THE POWER OF THE MAP OF THE MIND
 - CASE STUDY – PREPARATION AND APPLICATION
 - PRODUCTION OF INSTRUMENTS FOR EVALUATION AND ASSESSMENT
 - PRE WORK – POST WORK ACTIVITIES
 - PERSONAL DEVELOPMENT AND COACH PROGRESS PROGRAM
 - MAKING PRESENTATIONS IN PREZI
 - USE OF THE *MENTIMETER* APPLICATION IN LEARNING
- MENTOR TRAINING

DEVELOPMENT OF LANGUAGE COMPETENCES

- SERBIAN – LEVEL B1
- SERBIAN – LEVEL B2
- SERBIAN – LEVEL C1
- FRENCH - LEVEL B1

- FRENCH – LEVEL B2
- FRENCH – LEVEL C1
- GERMAN – LEVEL B1
- GERMAN – LEVEL B2
- GERMAN – LEVEL C1
- RUSSIAN – LEVEL B1
- RUSSIAN – LEVEL B2
- RUSSIAN – LEVEL C1
- ENGLISH – LEVEL B1
- ENGLISH – LEVEL B2
- ENGLISH – LEVEL C1
- SPECIALIST ENGLISH LANGUAGE COURSE - LEVEL C1
- HUNGARIAN – LEVEL A1
- HUNGARIAN – LEVEL A2
- HUNGARIAN – LEVEL B1
- HUNGARIAN – LEVEL B2
- ALBANIAN – LEVEL A1
- ALBANIAN – LEVEL A2
- ALBANIAN – LEVEL B1
- ALBANIAN – LEVEL B2

II SECTORAL PROGRAM OF CONTINUOUS PROFESSIONAL TRAINING OF EMPLOYEES IN LOCAL

SELF-GOVERNMENT UNITS

GOOD GOVERNANCE

- INTRODUCTION AND IMPLEMENTATION OF THE PRINCIPLE OF GOOD GOVERNMENT IN THE WORK OF LOCAL GOVERNMENT UNITS
- IMPROVING ADMINISTRATIVE EFFICIENCY AND EFFECTIVENESS AND SERVICES TO CITIZENS AND ECONOMY
- ELECTRONIC GOVERNANCE
- DEVELOPMENT AND IMPLEMENTATION OF LOCAL ANTI-CORRUPTION POLICIES
- APPLICATION OF THE CODE OF ETHICS OF LOCAL GOVERNMENT OFFICIALS AND THE CODE OF CONDUCT FOR OFFICIALS AND EMPLOYEES IN LOCAL GOVERNMENT UNITS
- ETHICS AND INTEGRITY
- COOPERATION WITH CIVIL SOCIETY ORGANIZATIONS AND FINANCING OF PUBLIC INTEREST PROGRAMS IMPLEMENTED BY ASSOCIATIONS
- EXERCISING THE RIGHT TO ACCESS OF INFORMATION OF PUBLIC IMPORTANCE
- APPLICATION OF THE LAW ON PERSONAL DATA PROTECTION
- APPLICATION OF THE DATA CONFIDENTIALITY LAW
- WHISTLEBLOWING AND PROTECTION OF WHISTLEBLOWERS
- GOOD GOVERNANCE - ONLINE TRAINING

PLANNING IN LOCAL SELF-GOVERNMENT

- MEDIUM-TERM PLANNING IN LOCAL SELF-GOVERNMENT

- CONTEMPORARY SPATIAL AND URBAN PLANNING
- COLLECTION, ANALYSIS AND USE OF DATA IN THE PROCESS OF MONITORING AND EVALUATION OF PUBLIC POLICIES IN LOCAL SELF-GOVERNMENT
- DEVELOPMENT AND IMPLEMENTATION OF THE LOCAL SELF-GOVERNMENT UNIT DEVELOPMENT PLAN

NORMATIVE PROCESS MANAGEMENT AND REGULATION OF THE WORK OF LOCAL SELF-

GOVERNMENT UNITS AND SERVICES

- MANAGEMENT OF NORMATIVE PROCESSES AND DRAFT LEGAL ACTS OF LOCAL SELF-GOVERNMENT
- INVOLVEMENT OF THE LOCAL COMMUNITY IN THE DRAFTING OF GENERAL ACTS OF LOCAL SELF-GOVERNMENT
- INTER-MUNICIPAL COOPERATION IN THE APPLICATION OF THE SCOPE OF LOCAL SELF-GOVERNMENT UNITS

LOCAL SELF-GOVERNMENT FINANCIAL MANAGEMENT

- LOCAL SELF-GOVERNMENT PROGRAM BUDGET
- IMPLEMENTATION OF THE PARTICIPATORY BUDGETING PROCESS
- CAPITAL BUDGETING IN LOCAL SELF-GOVERNMENT UNITS
- GENDER BUDGETING IN LOCAL SELF-GOVERNMENT
- BUDGET ACCOUNTING AND REPORTING
- LOCAL TAX POLICY MANAGEMENT AND TAX ADMINISTRATION
- PUBLIC PROCUREMENT IN LOCAL SELF-GOVERNMENT
- FINANCIAL MANAGEMENT AND CONTROL IN LOCAL SELF-GOVERNMENT

- AUDIT, INTERNAL AUDIT AND AUDIT MANAGEMENT
- PUBLIC PROCUREMENT PORTAL

LOCAL DEVELOPMENT AND INVESTMENTS IN LOCAL SELF-GOVERNMENT

- FUNDAMENTAL OF LOCAL ECONOMIC DEVELOPMENT
- INSTRUMENTS FOR ENCOURAGING ECONOMIC DEVELOPMENT AND SUPPORTING THE ECONOMY
- ATTRACTING AND INVESTMENT MANAGEMENT
- APPLICATION OF STATE AID CONTROL RULES AT LOCAL LEVEL
- APPLICATION OF REGULATIONS IN THE FIELD OF COMPETITION PROTECTION
- PUBLIC-PRIVATE PARTNERSHIP IN LOCAL SELF-GOVERNMENT
- LOCAL GOVERNMENT BRANDING
- IMPLEMENTATION OF THE LAW ON TOURISM AND THE LAW ON HOSPITALITY
- SECTORAL APPROACH TO LOCAL ECONOMIC DEVELOPMENT - ONLINE TRAINING
- CREATION OF DEVELOPMENT POLICIES, INSTRUMENTS AND MEASURES IN THE FIELD OF LOCAL ECONOMIC DEVELOPMENT BASED ON DATA AND ECONOMIC ANALYSIS

PROJECT MANAGEMENT

- PROJECT CYCLE MANAGEMENT AND SOURCES OF PROJECT FINANCING
- PREPARATION OF PROJECT PROPOSALS ACCORDING TO EUROPEAN UNION PROCEDURES
- IMPLEMENTATION OF PROJECTS IN ACCORDANCE WITH EU PROCEDURES
- CONDUCT OF PROCUREMENTS WITHIN PROJECTS BY PRAG PROCEDURES
- PREPARATION AND IMPLEMENTATION OF INFRASTRUCTURE PROJECTS ACCORDING TO EU RULES
- CONNECTING LOCAL COMMUNITIES AT THE LEVEL OF THE EUROPEAN UNION THROUGH INTERNATIONAL PROJECTS - CITIZENS' PROGRAM, EQUALITY, RIGHTS AND VALUES

HUMAN RESOURCES MANAGEMENT

- LABOR RELATIONS OF LOCAL SELF-GOVERNMENT EMPLOYEES
- APPLICATION OF THE SALARY SYSTEM OF OFFICIALS AND EMPLOYEES IN LOCAL SELF-GOVERNMENT UNITS
- PLANNING AND EMPLOYMENT
- EVALUATION OF OFFICIALS IN LOCAL SELF-GOVERNMENT UNITS AND CAREER DEVELOPMENT
- DISCIPLINE RESPONSIBILITY
- MANAGEMENT OF PROFESSIONAL TRAINING IN LGU
- SAFETY AND PROTECTION AT WORK
- PREVENTION OF ABUSE AT WORK – MOBING
- PROFESSIONAL IMPROVEMENT - ONLINE TRAINING

EXERCISE, PROTECTION AND PROMOTION OF HUMAN AND MINORITY RIGHTS

- PROTECTION AGAINST DISCRIMINATION BEFORE LOCAL SELF-GOVERNMENT BODIES
- EXERCISE OF THE RIGHTS OF MEMBERS OF NATIONAL MINORITIES IN LOCAL SELF-GOVERNMENT UNITS
- EXERCISING THE RIGHTS OF THE CHILD
- FUNDAMENTALS OF MIGRATION MANAGEMENT
- LOCAL ACTION PLANS FOR IMPROVEMENT / UPGRADING THE POSITION OF DIFFERENT CATEGORIES OF MIGRANTS
- MIGRATION AND DEVELOPMENT

- DEVELOPMENT, IMPLEMENTATION AND MONITORING OF MEASURES FOR SOCIAL INCLUSION OF ROMA AT THE LOCAL LEVEL
- GENDER EQUALITY IN LOCAL SELF-GOVERNMENT
- IMPROVING PREVENTION AND COMBATING HUMAN TRAFFICKING AT THE LOCAL LEVEL
- IMPLEMENTATION OF THE LAW ON FREE LEGAL AID
- SOCIAL INCLUSION OF ROMA AT THE LOCAL LEVEL - ONLINE TRAINING
- GENDER EQUALITY AT THE LOCAL LEVEL - ONLINE TRAINING

PERFORMANCE AND DEVELOPMENT OF COMMUNAL ACTIVITIES

- IMPLEMENTATION OF THE LAW ON PUBLIC ENTERPRISES AND THE LAW ON COMMUNAL ACTIVITIES
- LOCAL PUBLIC TRANSPORT MANAGEMENT AND SUSTAINABLE URBAN MOBILITY

HOUSING AND HOUSING SUPPORT

- HOUSING AND MAINTENANCE OF BUILDINGS
- HOUSING SUPPORT IN LOCAL SELF-GOVERNMENT

SOCIAL ACTIVITIES IN LOCAL SELF-GOVERNMENT

- PUBLIC SERVICES IN LOCAL SELF-GOVERNMENT
- IMPROVING THE WORK OF THE INTERRESSORY COMMISSION IN LGUs
- SOCIAL PROTECTION IN LOCAL SELF-GOVERNMENT
- PLANNING AND MANAGEMENT OF PRESCHOOL EDUCATION AT THE LOCAL LEVEL
- APPLICATION OF COMPETENCES IN THE FIELD OF SPORTS AND PHYSICAL CULTURE IN THE LOCAL COMMUNITY

- PROTECTION OF PATIENTS' RIGHTS
- PUBLIC HEALTH AT THE LOCAL LEVEL

ENVIRONMENTAL PROTECTION

- PLANNING AND MANAGEMENT OF ENVIRONMENTAL PROTECTION IN LOCAL SELF-GOVERNMENT
- WASTEWATER AND SOLID WASTE MANAGEMENT

AGRICULTURE AND RURAL DEVELOPMENT

- RURAL DEVELOPMENT PLANNING AND PROGRAMMING
- ROLE OF LOCAL SELF-GOVERNMENT UNITS IN THE FIELD OF IPARD
- PUBLIC POLICIES IN THE FIELD OF AGRICULTURE AND RURAL DEVELOPMENT IN LOCAL SELF-GOVERNMENT

MUNICIPAL PROPERTY MANAGEMENT

- PUBLIC PROPERTY MANAGEMENT IN LGUs
- CONSTRUCTION LAND MANAGEMENT

SECURITY IN THE LOCAL COMMUNITY

- CIVIL PROTECTION
- IMPLEMENTATION OF THE LAW ON COMMUNAL MILITIA
- ACTION OF LOCAL SELF-GOVERNMENT UNITS IN THE FIELD OF SECURITY
- DISASTER RISK REDUCTION
- CRISIS COMMUNICATION

INSPECTION SUPERVISION

COMMUNAL INSPECTION

ROAD INSPECTION

TAX INSPECTION

BUDGET INSPECTION

INSPECTION IN EDUCATION

TRAFFIC INSPECTION

COOPERATION OF BODIES OF LOCAL SELF-GOVERNMENT UNITS IN PERFORMING INSPECTION

SUPERVISION WITH OTHER BODIES, HOLDERS OF PUBLIC AUTHORIZATIONS AND LEGAL AND

PHYSICAL ENTITIES

INTERNATIONAL COOPERATION OF LOCAL SELF-GOVERNMENTS

ESTABLISHMENT AND DEVELOPMENT OF INTERNATIONAL COOPERATION OF CITIES AND

MUNICIPALITIES AND SOURCES OF FINANCING

MANAGEMENT TRAINING PROGRAM IN LOCAL SELF-GOVERNMENT UNITS FOR

2021

I TRAINING PROGRAM FOR OFFICIALS AND SERVANTS IN THE POSITION IN LGUs

ORIENTATION OF OFFICIALS AND SERVANTS IN THE POSITION IN THE BODIES OF THE LOCAL

SELF-GOVERNMENT UNITS

ORIENTATION OF OFFICIALS AND SERVANTS IN THE POSITION IN THE BODIES OF LGUs

KEY ASPECTS OF MANAGEMENT IN LOCAL SELF-GOVERNMENT

KEY ASPECTS OF MANAGEMENT IN LOCAL SELF-GOVERNMENT

II TRAINING PROGRAM FOR MANAGERS IN INTERNAL ORGANIZATIONAL UNITS OF CITY

(MUNICIPAL) ADMINISTRATION

GOOD GOVERNANCE

PUBLIC POLICIES TOWARDS THE DEVELOPMENT OF LGUs

GOOD GOVERNANCE INSTRUMENTS OF THE COUNCIL OF EUROPE

HUMAN RESOURCES AND LGUs DEVELOPMENT

E - GOVERNMENT DEVELOPMENT

INTERMUNICIPAL COOPERATION

IMPROVING ETHICAL TREATMENT AND CONFLICT OF INTEREST MANAGEMENT

ORGANIZATIONAL TRANSFORMATION: CHANGE MANAGEMENT

INTERNAL AND EXTERNAL COMMUNICATION

NEGOTIATION AND CONFLICT RESOLUTION

MANAGING EFFICIENT TEAMS

TIME MANAGEMENT AND CONDUCTING OF MEETINGS

STRENGTHENING WOMEN FOR LEADERSHIP FUNCTIONS IN LGUs BODIES

Methodology of implementation of horizontal issues in the program of professional development of civil servants

Within the project "Support to NAPA in the professional development of public administration" funded by the European Union, it was developed a proposal for a methodology for the implementation of horizontal issues in the program of professional development of civil servants. Bearing in mind that the main feature of horizontal issues is that they permeate and intersect several program areas, in practice there is a problem that these issues will not be identified as a need by end users, ie in the phases of evaluating civil servants or filling in evaluation sheets. These are issues that civil servants, regardless of whether they work in jobs that are of a general nature for the work of the state administration or specific from the scope of a specific body, are not always able to perceive as "their" jobs or obligations. Therefore, in the need identification cycle, it is necessary to envisage a step of examining possible horizontal issues that are not adequately covered in current or upcoming individual trainings, based on reports and other higher-ranking documents, related to the work of state administration bodies and progress in implementation of planned reforms.

According to experts, when determining the need for professional development, the National Academy should take into account the relevant reports of the European Commission on Serbia's progress, especially in the field of functioning of democratic institutions and public administration reform, SIGMA program on monitoring the implementation of public administration principles, as well as other reports that comprehensively monitor the modernization and improvement of public administration in terms of implementing the principles of good governance and the European administrative space. Based on the preliminary identified issues, the analysis of these documents, through consultations with relevant institutions, as well as international organizations and other key actors important for the development of public administration, determines the list of horizontal issues to be implemented within the general professional development program in the coming year.

Among the issues that have a horizontal character and are not sufficiently covered by training programs, can be singled out the issue of improving the participation of civil society in policy making and in the legislative process, as well as issues of protection from discrimination and gender equality.

In order to include horizontal issues in the programs of relevant individual trainings, after the identification and prioritization of horizontal issues in a given program cycle, it is necessary to implement the following steps:

- 1) Identification of program modules in which individual horizontal issues are implemented: a list of individual trainings is determined in which a certain horizontal issue appears as relevant from the aspect of the topic and target group in that program; the result of this activity is a matrix of program areas and individual trainings planned in the annual program cycle, in which individual trainings relevant to individual horizontal issues addressed in that cycle are identified; Attached to this report is the Matrix Model of relevant individual training programs, on the example of the 2019 program.
- 2) Preparation and implementation of special training of lecturers in thematic areas, ie individual trainings, which are determined as relevant (training of trainers): The National Academy, in cooperation with institutions that are relevant in the subject of a horizontal issue, the purpose of their training for the transmission of key information related to this issue, as well as its thematic and methodological adaptation to the training they organize; for example, for the horizontal issue of anti-discrimination, it is necessary to

first conduct thematic training of trainers of individual trainings identified as relevant, in cooperation with the service of the Commissioner for the Protection of Equality;

- 3) Preparation of a supplement to the program of relevant individual trainings with horizontal thematic units for each individual horizontal issue; the supplement is prepared and conducted by the trainers in charge of preparing the individual training program; for example, lecturers covering the above example of Public Policy training program - creation, implementation and analysis of effects, process and supplement the program with a thematic unit Protection from discrimination in policy making and implementation, thematically and methodologically adapted to the form and techniques of this individual training.

Program of continuous professional development of civil servants in state bodies for 2020

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
Public policies		
Public policies – online training		
Public policies - creation, implementation and analysis of the effects	✓	✓
Public policies – drafting documents	✓	✓
Public policies – monitoring implementation and evaluation	✓	✓
Medium-term planning	✓	✓
Action plan for the implementation of the Government program - the process of development, implementation and reporting		
Use of a single information system for planning, monitoring implementation, policy coordination and reporting		
Public policies - a cycle of public policies for civil servants	✓	✓
Administration in the service of citizens		
The concept of good governance	✓	✓
Introduction to quality management		✓
Office business		
List of administrative procedures		
Optimization of administrative procedures		✓
Financing of programs of public interest implemented by citizens' associations	✓	*

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
Towards a more efficient procedure for obtaining work permits for foreigners	✓	
Legislative process management and administrative acts		
Legislative process – basic training		
Public participation in the drafting process		*
Methodology of drafting regulations		✓
Application of grammatical, stylistic and spelling rules in drafting regulations		
Analysis of the effects of regulations - the path to quality regulations		✓
Harmonization of national legislation with the <i>acquis communautaire</i>		
Corruption risk assessment in regulations as a mechanism for corruption prevention		✓
Legislative process management		
General administrative procedure - online training		
General administrative procedure	✓	
Inspection control		
Inspection - online training		
Towards more efficient inspections		
Inspection supervision - communication skills and professional behavior of inspectors	✓	
E-inspector		
Public finances		
Finance for non-financial professionals		
Planning of priority areas of funding	✓	✓
Development of financial plans of users (in accordance with the instructions for the preparation of the RS budget for 2021 and projections for 2022 and 2023)	✓	✓
Preparation of the program budget	✓	✓

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
Monitoring and reporting in the program budgeting process		✓
Capital budgeting		✓
Budget execution		✓
Budget accounting and reporting		✓
Tax business		
Public procurement - planning and implementation	✓	
Basic training in financial management and control		
Basic training for internal auditors		
Training for practical work on auditing		
Public sector audit		
Management of international development aid and EU funds **		
<i>Training program for new employees in IPA structures</i>		
EU Instrument for Pre-Accession Assistance		
Project cycle management		
Programming and development of program documents		
Fundamentals of Public Procurement and Contract Management (PRAG)		
<i>Training program for employees in project planning and implementation</i>		
Conducting internal audit in the context of IPA		
IPARD		
Implementation of the call for allocation of IPARD funds		
Financial management in the IPARD context		
Financial management		
Irregularities in the IPA context		
Planning IPA funds and national participation		
Methodology for selection and prioritization of infrastructure projects		

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
Monitoring and evaluation of the IPA territorial cooperation program		
Result-oriented monitoring and evaluation of IPA component I (TAIB) programs and national action programs (NAP) under IPA II (2014 - 2020)		
Twinning contracts		
Grant agreements under annual national action programs		
Grant agreements within the territorial cooperation program		
Work contracts (PRAG)		
Supply Contracts (PRAG)		
Service Contracts (PRAG)		
Exemption from VAT and customs duties in shared and centralized management		
Exemption from VAT and customs duties in decentralized / indirect management		
Data and document management information system		
Horizontal issues for holders of horizontal functions		
<i>Training program for employees in contracting and financing programs from EU funds</i>		
Twinning contracts		
Grant agreements under annual national action programs		
Work contracts (PRAG)		
Supply Contracts (PRAG)		
Service Contracts (PRAG)		
European integration and international cooperation		
Introduction to the EU		
Implementation of the Stabilization and Association Agreement (SAA)		
European Union law		
EU policies		

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
EU cohesion policy - introduction		
EU cohesion policy - planning and programming		
International agreements - preparation and conclusion		
Conducting international negotiations		
Human Resource Management		
Competence-based human resource management	✓	
Labor relations in state bodies - practice implementation	✓	
Collective bargaining	✓	✓
Personnel planning	✓	
Analysis of job descriptions and determination of competencies for the work of civil servants		
Development of a rulebook on internal organization and systematization of jobs		
Regulations and procedures in the field of employment of civil servants	✓	
Methods and techniques of personnel selection	✓	
Training for observers in candidate assessment centers	✓	
Management of professional development in state bodies	✓	✓
Setting organizational goals		
Performance evaluation	✓	
Keeping central personnel records		
Portal of the central register of compulsory social insurance		
Human rights protection and data secrecy		
Sustainable development and environmental protection - online training		
Human rights protection	*	✓
Rights of persons belonging to national minorities	*	✓
Protection from discrimination	*	✓
Discrimination provided by public authorities	*	

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
Enforcement of judgments of the European Court of Human Rights	*	
Gender equality	*	✓
Fundamentals of migration management	*	
Improving prevention and combating trafficking in human beings at the national level	*	
Protection of personal data	✓	
Protection of classified information	✓	
Safety, protection and health at work		
Safety and Health at Work		
Mobbing - prevention and protection from harassment at work	*	
In a few steps to maintaining physical health at work		
Anti - stress workshop		
Prevention from corruption and fight against corruption		
Ethics and integrity	*	
Prevention of conflicts of interest, control of officials' property and registers		✓
Development, implementation and monitoring of the implementation of integrity plans		
The right to access information of public importance	✓	✓
Alarm protection	✓	✓
Communication and public relations		
Communication skills	✓	
Written communication		
Conflict resolution	✓	✓
Power of feedback	*	
Intercultural communication	✓	
State protocol with elements of business protocol	*	
Event Management	✓	

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
Public relations - basic level	✓	✓
Public Relations - Advanced Level	✓	✓
Public appearance	✓	
Marketing management in public administration- from a to z		
Foreign languages		
Electronic government and digitization		
Spreadsheets		
Presentations		
Using databases		
IT Security		
Online collaboration		
Project planning		
Advanced word processing		
Advanced spreadsheets		
Advanced databases		
Advanced presentations		
How to use pivot tables in excel?		
Statistical data processing using the SPSS program		
Data in the public sector - processing, statistical analysis and interpretation		
Electronic government in the service of citizens	✓	✓
Establishment of electronic services	✓	✓
Information security - ICT systems of special importance		
Data opening and visualization		
Electronic document, electronic identification and trusted services in electronic business		
Application of guidelines for creating internet presentations and visibility of internet presentations		

Program areas	Anti-discrimination	Civil society participation
Individual training programs		
SQL basics		
HTML basics		
Training of lecturers		
Training of lecturers - basic level	✓	
Training of lecturers- advanced level	✓	
Specialist training of lecturers	✓	
Training of lecturers and mentors in the field of public policy		
Training of lecturers for the development of evaluation instruments		
Training of mentors		
Personal development and skills		
Discover your "best self"		
Personal development and career planning		
Investing in employees - methods of employees development	✓	
Decision making		
Be a change!		
By learning towards change		
Overcoming stress		
Development of personal efficiency and creativity		
Time management		
Conduct a meeting with the result	✓	
Teams and teamwork	✓	
Development of storytelling skills	✓	
Mentoring and coaching		
Mentoring	✓	
Coaching talks	✓	

* horizontal topic covered by the basic thematic unit of the training

** horizontal topics covered by relevant programming and implementation instruments