



ANNEX C1bis: Twinning Light Fiche ¹

Project title:

Support to the Ministry of Public Administration and Local Self-Government in modernizing the personnel planning procedure for State Administration and harmonizing the Catalogue of titles in State administration and Local Self-Governments

Beneficiary administration:

Ministry of Public Administration and Local Self-Government

Twining Reference:

SR 18 IPA JH 01 21 TWL

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EU funded project

TWINNING TOOL

¹ For Twinning Light the project Fiche should be detailed as it will form an annex to the Twinning Light Grant Contract together with the selected Member State proposal. The Twinning Light project Fiche, besides all the data and information mentioned under section 2.1.1, provide also concrete indications on how the work plan should be established, on the suggested schedule of activities, on the profile of short-term experts and on indicators and targets that should be used to ensure the timely achievement of the mandatory results.

Acronyms and Abbreviations

EU	European Union
OT	Others
SDGs	Sustainable Development Goals
UN	United Nations
GoS	Government of the Republic of Serbia
IMWG	Inter-Ministerial Working Group
UNDG	United Nations Development Group
MAPS	Mainstreaming, Acceleration, and Policy Support
PAR	Public Administration Reform
HR	Human Resource
PFM RP	Public Finance Management Reform Program
AP	Action Plan
MPALSG	Ministry of Public Administration and Local Self-Government
HRM	Human Resource Management
HRMS	Human Resource Management Service
SIGMA	Support for Improvement in Governance and Management
SCTM	Standing Conference of Towns and Municipalities
RS	Republic of Serbia
CSL	Civil Service Law
LSG	Local Self Government
AP	Autonomous province
IT	Information theology
HRMIS	Human Resource Management Information System
GIZ	German Organization for International Cooperation
SAA	Stabilization and Association Agreement
PFM	Public Financial Management
MS	Member State
PSC	Project Steering Committee
PL	Project leader
CFCU	Department for Contracting and Financing of EU Funded Programs
IPA	Instrument for Pre-Accession Assistance
SPO	Senior Programme Officer
EC	European Commission
BV	Based value
TV	Target value

1. Basic Information

1.1 Programme: Annual Action Programme for Republic of Serbia 2018, indirect management with ex-ante control, signed on 5/4/2019.

For UK applicants:

Please be aware that following the entry into force of the EU-UK Withdrawal Agreement² on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014³ and Annex IV of the ACP-EU Partnership Agreement⁴, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁵. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector:

JH – Justice and Home Affairs,

Beneficiary Country: Republic of Serbia

1.3 EU funded budget:
250.000 EUR

1.4 Sustainable Development Goals (SDGs) – SDG 16 – Peace, Justice and Strong Institution

In September 2015 Serbia, along with 192 other United Nations (UN) member states, committed to the implementation of *Transforming Our World—The 2030 Agenda for Sustainable Development*. [Agenda 2030](#), and the Sustainable Development Goals ([SDGs](#)) that comprise its monitoring and reporting framework, represents a transformative set of people-centred, rights-based commitments for ending poverty and protecting the planet. Agenda 2030 also embodies three key principles of:

- *Universality*—the Agenda applies to all countries (albeit in different ways);
- *Integration*—sustainable development requires policies and programming that simultaneously address its social, environmental, and economic components; and
- *Leave no one behind*— In addition the overarching commitment of 2030 Agenda, is to leave no one behind and to reach those furthest behind first places the imperative to eliminate discrimination and reduce inequalities at the heart of SDG implementation.

In response to the new development agenda, the Government of the Republic of Serbia (GoS) established the Inter-Ministerial Working Group (IMWG) for the implementation of the 2030 Agenda for Sustainable Development in Serbia in December 2015. The IMWG on SDGs consists of 27

² Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

³ Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

⁴ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁵ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

representatives of GoS ministries, offices and agencies led by the Minister Without Portfolio in charge of Demography and Population Policy, and co-chaired by the Ministry of Foreign Affairs.

In light of Agenda 2030's transformative set of commitments, the UN Development Group (UNDG) in 2016 approved the use of the "Mainstreaming, Acceleration, and Policy Support" (MAPS) platform, to support national transitions. During 3-7 2018;^[1] a multi-agency United Nations (UN)-World Bank and European Union (EU) team undertook a MAPS mission exercise to focus on exploring the mutually reinforcing potential of implementing the 2030 Agenda and the EU accession and policy agenda.

2019 Serbia Report on SDG Policy Support states that the major development challenges in Serbia require organising structures and optimizing processes of public administration at all levels, bringing public and social services closer to citizens.

2. Objectives

2.1 Overall Objective(s):

The overall objective is to create conditions for efficient implementation of Public Administration Reform (PAR) strategy and legal provisions the field of Human Resources (HR) management, harmonised with practices from EU member states.

2.2 Specific objective:

The project specific objective is to support the Serbian Ministry of Public administration and local self-government in setting up a modern staff planning methodology in State administration bodies and in exchanging of experiences in the area of job classification.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The **Stabilisation and Association Agreement (SAA)**, signed on 29 April 2008 between the Republic of Serbia and the European Communities and their Member States, foresees the commitment of the Republic of Serbia to harmonize domestic legislation with the *acquis communautaire* within the agreed schedule. According to Article 114 : "*Public administration Cooperation shall aim at ensuring the development of an efficient and accountable public administration in Serbia, notably to support rule of law implementation, the proper functioning of the state institutions for the benefit of the entire population of Serbia as a whole and the smooth development of the relations between the EU and Serbia Cooperation in this area shall mainly focus on institution building, including the development and implementation of transparent and impartial recruitment procedures, human resources management, and career development for the public service, continued training and the promotion of ethics within the public administration. Cooperation shall cover all levels of public administration, including local administration*".

The reform of labour relations and salaries is part of a comprehensive **Public administration reform** in the Republic of Serbia, which began with the adoption of the Public Administration Reform Strategy in 2014. PAR Strategy, adopted together with Public Finance Management Reform Program (PFM RP), represents the main strategic building blocks for PAR.

The Action Plan for period 2021-2025 for the implementation of the new PAR Strategy 2021- 2030, under the specific objective 2. *Improved the recruitment process in public administration* envisages the

^[1] Descriptions of the mission's composition and its terms of reference are annexed to this report.

measure 2.1 Improving personnel planning and promoting public administration as a desirable employer. Under this measure following activities are planned: Analysis of the implementation of the existing framework of personnel planning in state bodies and development of recommendations for improvement with the proposal of employment of personnel planning in priority areas of work; Review of the principles for internal organization and organization in state administration bodies for the purpose of more efficient personnel planning; Innovation of the methodology for personnel planning in accordance with the recommendations from the previous activity; Preparation and implementation of training for employees in the HRMS and HR units for the application of the new methodology for personnel planning; and Development of the personnel plan of the state administration body for 2024 in accordance with the innovated methodology for personnel planning. Under the Specific objective 3. *Efficient career management system applied in practice* and the measure 3.1 *Development of an environment for an efficient, innovative and motivated civil servant* Implementation of public sector wage system reform is envisaged,

The **Human Resource Management Policy Framework** was endorsed by the PAR Council on December 2016, while the revised version of the document was adopted on November 30th, 2017. It provides the basic guidelines for human resources management in the state administration and proposes the basic directions for further regulation of the civil service system.

o Related to the recruitment process, this policy framework sets, as first step, strategic human resource planning. This document indicates that the state administration of Serbia has not yet developed strategic planning in human resources management, including adequate prior analysis of jobs and job descriptions. This entails the numbering of employees and the fulfilment of formal obligations by submitting statistics to the relevant authorities. Regarding human resource planning, financial resources are primarily taken into account, so that authorities and services must "integrate" existing human resources into given financial frameworks, without always knowing how those frameworks are determined. In order to achieve strategic human resource management, the following measures in aforementioned document should be taken continuously:

- Consider the possibility of data on persons who are hired under contracts to become an integral part of the Personnel plans, in order to have full insight into the existing human resources situation and to introduce better control of labour costs on all grounds;

- In the medium term, the Personnel plan should serve as a basic planning tool for the necessary human resources, which necessitates further development of this planning document (as the introduction of new planning elements such as succession planning), improvement of its adoption procedure, monitoring mechanisms implementation, as well as a strong link with the budget process.

o According to the HR policy framework, finalized job classification is one of the preconditions for the Salary System Reform. Detailed job descriptions are starting point for job evaluation. Furthermore, Catalogue gives unique opportunity for listing the competencies necessary for performing a job in each field of work. PAR Action Plan foreseen that the finalizing job classification, as one of the activities that precede Salary System Reform, should provide unique representation of the all jobs in public sector, as well as to provide efficient systematizations in public sector authorities and institutions

3. Description

3.1 Background and justification:

The vital role of PAR is strongly reiterated in the latest EU-Western Balkan Strategy, where PAR is recognized as one of the fundamental pillars of the enlargement process together with the rule of law and economic governance.

Reform, on the one hand, aims at creating a more efficient, professional and modern administration that is the essential service of citizens and businesses. On the other hand, it allows the state to better manage

the money of citizens of Serbia, management personnel, policies and organize a higher level of service provision.

Among the six thematic areas in the PAR Strategy 2021-2030, the second aims at “*Human resource Management in Public Administration*”.

In the period of 2016-2018, the National Assembly adopted a set of new laws regulating public service and human resource management systems. By adopting this set of laws (see Legal framework) which are regulating different aspects of the civil service, a foundation for development of professional, accountable, knowledgeable, merit based civil service is put in place.

Despite these significant progresses, PAR still faces multiple challenges, among which the lack of sufficient administrative and financial capacities and low effectiveness of implementation of the new regulations. This is partially due to the fact that PAR agenda in last few years was delivered in parallel with Government efforts in achieving macroeconomic stability and fiscal consolidation, which leads to lack of financial capacities and a ban on personnel recruitment.

According to SIGMA monitoring report (may 2019), the new competency framework shall be systematically applied, and capacities of HRM units and line managers must be built in order to introduce competences in job descriptions and to conduct performance appraisals.

In order to comply with the Strategic and Legal framework, two major reforms have to be implemented in 2021, related to:

- Personnel planning in State Administration
- Job classification

Concerning **Personnel planning**, the situation is currently as follow:

o According to the legal framework, a mechanism to ensure control of employment shall be in force, which is the personnel plan of the state administration, adopted by the Government. According to this Personnel Plan, no authority shall be able to recruit a new person if its recruitment is not foreseeing by the staffing plan.

o Nevertheless, the last Staffing Plan for State Administration was adopted in 2012. Then, since 2015, the Law on the Method of Determining the Maximum Number of Public Sector Employees entered in force, until December 2019. Currently, the basic instruments for human resource planning are the Rulebooks on internal organization and systematization of workplaces and the Personnel Plan, and from 2015 until 2019, the regulations regarding establishing the maximum number of employees. Rulebooks on internal organization and systematization of posts are generally adopted for a longer period, while the Personnel Plan is adopted on an annual basis and contains the planned number of employees in one institution for one budget year. Bearing in mind that in the last few years the maximum number of employees was determined by special regulations, the Personnel Plan for State Administration Bodies was not adopted.

o From January 2020, the by-laws adopted on the basis of this Law (Method of Determining the Maximum Number of Public Sector Employees) are no longer in force (Decision on the maximum number of permanent employees in the system of state bodies, system of public services, system of the Autonomous Province of Vojvodina and the system of local self-government). With the repeal of this Law, and according to the current legislation, State administration bodies should prepare, every year in the process of budget preparation, a staffing plan that defines the number of permanent employees, the number of new trainees and the number of temporary employees due to the temporarily increased workload. When the budget for the following year is adopted, based on the agreed staffing plans of individual bodies, the Government will adopt a comprehensive staffing plan for all state administration bodies that is in line with the budget.

o Existing human resource planning practices are mainly focused on the aspect of quantity, i.e. number of executives to be hired not competencies that employees should possess. The preparation of the Personnel plans and the Rulebooks on internal organization and systematization do not usually

precede the analysis of the extent to which the existing organizational and personnel structure of the institutions can enable the organization's goals to be fulfilled.

In the Republic of Serbia, the Personnel Plan is a method of staff planning by which employers plan the required staff for part-time and permanent employment by giving an account of the number and structure of employees employed and a reasoned view of the number and structure of the required staff to be employed on a permanent and temporary basis, or as an intern during the following year. It is adopted for each year (usually after the budget is passed) and should be consistent with the appropriations approved for wages, as well as with labour standards. Any new employment should be aligned with the staffing plan so that employment that does not result from the staffing plan is not legal and may require termination of such employment.

Concerning **Job Classification**, it is a precondition for the Salary system reform. The reform of the salary system establishes a single monitoring of the jobs, i.e. positions, rank, position and functions in the public sector, as well as the jobs that are performed and the amount of the basic salary of those employed at these jobs, respectively in the appropriate titles, ranks, positions and functions of jobs are performed. The Ministry of Public Administration and Local Self-Government is obliged to compile and publish the General Catalogue on its website. General Job Catalogue contains 14 specific catalogues that shall be harmonised. The General Catalogue of Jobs is a positioning system that enables all bodies, organizations, institutions, agencies to draft an act on the organization and systematization of jobs that more closely defines the job description, educational level, additional knowledge, working experience and exams, as well as the required number of executors in these jobs. Preparation of two specific Catalogue is underway. In this regard the Ministry of Public Administration and Local Self Government (MPALSG), with and in partnership with the Standing Conference of Towns and Municipalities (SCTM) is in charge of drafting Special catalogue of titles and positions in Local Self-Governments, while the second Special catalogue of titles and positions of civil servants in State Administration will be developed by the Human Resources Management Service (HRMS).

LEGAL FRAMEWORK

1. Personnel planning:

- State bodies :

- regulated by Chapter 13 of the Law on Civil Servants ("RS Official Gazette", Nos 79/2005 amended 95/2018), which stipulates that each state authority shall prepare human resource plan, at the same time when the draft budget law is prepared, thus to be adjusted and submits the draft to the authority which prepares the draft proposal of the Personnel Plan;

- and the Regulation on the Preparation of the Personnel Plan in State Bodies ("RS Official Gazette", Nos 8/2006) which regulates the preparation of personnel plans of ministries, special organizations, professional services of administrative districts, courts, public prosecutors' offices, republic public prosecutor's office, supervisory assembly services, the president of the republic, the government, the constitutional court and the services of bodies whose members are elected by the National Assembly. HRMS is preparing proposal for the personnel plan for all ministries, special organizations, government departments and professional services of administrative districts, and regulated by Chapter 11 paragraph 2 of this Regulation, Ministry of justice is preparing proposal of personnel plan for all courts and public prosecutors' offices. Employees in Autonomous Provinces and Local Self-Government bodies, regulated by Chapter 77 of the Law on Employees in Autonomous Provinces and Local Self-Government Units

- Employees in Health care institutions, regulated by the Health Care Act

2. Job classification

Article 10 of the Law on Salaries System for Public Sector Employees establishes a General Catalogue of job positions, titles, positions and functions in the public sector, with the aim to make a unique system for controlling the job positions in public sector and amount of the basic salary for each job position. The general catalogue contains 14 specific catalogues, whose presentation shall be harmonised.

Finishing other parts of the General Catalogue is crucial for obtaining the whole picture of all jobs in public sector, which is the precondition for the establishment of the unique salary system in public sector.

No later than December 2021, two special catalogues have to be finalized:

- Special catalogue of titles and positions of civil servants in State Administration, which is the responsibility of the Human Resources Management Service (SUK);
- Special catalogue of titles and positions in Local Self-Governments; which is the responsibility of Ministry of Public Administration and Local Self Governments (MPALSG), in partnership with the Standing Conference of Towns and Municipalities (SCTM)

Decree on job classification and criteria for job descriptions of civil servants (Official Gazette Nos. 79/05, 81/05, 83/05, 64/07, 67/07, 116/08, 104/09, 99/14, 94/17, 16/2018, 2/2019, 4/2019, 26/2019 and 42/2019) applies to civil servants in ministries, special organizations, Government services, professional services of administrative districts, the State Attorney's Office, courts and public prosecutor's offices and stipulates that senior positions and executive job positions are classified in order to express their importance and contribution in achieving the goals of the work of the body. In line with the Decree senior positions are classified into groups, while executive job positions are classified into titles.

3.2 Ongoing reforms:

The human resource management legal framework was enhanced by the 2018 amendments of the Civil Service Law (CSL). The CSL establishes a good legal foundation for a merit-based, coherent and transparent system for civil service recruitment, professional development and termination of employment. The 2018 amendments have addressed a number of shortcomings in the recruitment and selection process and civil servants' professional development. The public service legal framework was also improved. A number of pieces of primary and secondary legislation related to public service and HRM were adopted. In December 2017, the National Assembly adopted the Law on Public Services, which introduces modern concepts of HRM in public services in Serbia for the first time. Full implementation of the Law should have started on 1 January 2022, but has been postponed, with the Law on Salaries in the Public Sector, to 2022. In December 2017, the National Assembly passed the Law on Salaries of Local Officials in the Bodies of Autonomous Provinces and Local Self-Government Units, which regulates the remuneration of local government officials. The implementation of this Law is set for the beginning of 2022. The National Assembly adopted the Law amending the Law on Public Agencies in June 2018, as well as the Law on Salaries of Employees in Public Agencies. The provisions of the amended Law on Public Agencies began to be implemented in January 2018, but the Law on Salaries of Employees in Public Agencies will take effect as of January 2022. At the end of 2018, the CSL was amended to improve the deficiencies of the current system and introduce a competency framework in HRM in the civil service. Amendments to the CSL introduce a system of competences in a number of HRM functions (job analysis, recruitment and selection, transfer, performance assessment, etc.) for the first time in the Serbian civil service. In addition, the amendments of the CSL address the following areas: filling civil servants' posts on executive positions and appointed positions (recruitment and selection); fixed-term employment; regulation of the status of senior civil servants and duration of the status of "acting heads"; performance assessment; prevention of conflicts of interest and management of conflicts of interest; personnel retention; enhancing the internal labour market;

improvement of Central Personnel Records; and disciplinary procedures. The Law on Salaries of Civil Servants and Employees was also amended so that it could be aligned with the amendments to the CSL.

The precondition for the Salary system reform is the Job Classification. The reform of the salary system establishes a single monitoring of the jobs, i.e. positions, rank, position and functions in the public sector, as well as the jobs that are performed and the amount of the basic salary of those employed at these jobs, respectively in the appropriate titles, ranks, positions and functions of jobs are performed. The Ministry of Public Administration and Local Self-Government is obliged to compile and publish the General Catalogue on its website. General Job Catalogue contains 14 specific catalogues, that shall be harmonised. The General Catalogue of Jobs is a positioning system that enables all bodies, organizations, institutions, agencies to draft an act on the organization and systematization of jobs that more closely defines the job description, educational level, additional knowledge, working experience and exams, as well as the required number of executors in these jobs.

In order to gradually continue with the launched reforms in the domain, significant emphasis shall be put on modernization of the staff planning process as well as to the implementation of the new regulation related to competency framework and job classification. Best practises from different EU Member States as well cooperative analyses in the above mentioned fields will be of curtail importance for successful implementation of launched reforms in the area of improvement the employment process in public administration as the contribution to the introduction of an integrated approach in competency-based human resource management. Exchange of EU experiences will significantly contribute to the specific reform objectives, i.e. to the development and improvement of the competence framework in state bodies and bodies of AP and JLS, as well as to the improvement of personnel planning, merit-based employment and organizational development

3.3 Linked activities:

Thought Complementary support under the Sector Reform Contract the Ministry of Public Administration and Local Self-government (MPALS), the HRMS and other key authorities (Ministry of Finance, Office for IT and e-Government) currently develop the Project “**Design, development and implementation of Human resource management information system in public sector**”. Under the Project development of the new information system – HRMIS will be supported. Concretely the project will support the first phase of development of the system, i.e. the software system for management of human resources in government administration. More precise it means that will be used by app. 25,000 employees in 85 state administration bodies (ministries, special organizations, government departments, administrative districts).

The project will support business processes at operational, functional, and strategic levels through the following software modules: Register of authorities and public administration bodies; Catalogue of jobs and other necessary code books; Resource Planning - organization and job classification and staffing plans; Personal records of employees - Central staff records; Electronic data exchange between state authorities; Professional development; Career development; Workflows support including elements of operational decision making support; Administration of working hours of the; Recruitment and selection; Internal labour market in the state administration; Evaluation of work performance; Promoting and rewarding; Disciplinary responsibility; Reporting; Management of documents and workflows in the HRMS.

IPA 2017 Human resource Management in Local Self-governments, phase II, 3,6 M EUR of EU assistance and 400.000 EUR contribution of the Council of Europe. The project aims to ensure a

continuation of support to reform carriers—MPALSG, National Academy for Public Administration, Council for Professional Development to LSG Employees and LSGs and to ensure coherence of the public service system at all levels of government. The Project's main focus is further support to LSGs and national institutions to respond to challenges of the newly established modern HRM functions at the local level and introduce adjustments and improvements in line with the national HRM policy development.

“Support to Public Administration Reform” implemented by **German Organization for International Cooperation-GIZ**, 6 M EUR – support was related to the implementation of the 2.2. measure of the PAR AP that is related to the establishing of the HRM function in the public administration and improving the HRM function in state administration and local self-government by introducing new instruments and straightening of HRM capacities. The GIZ project, among others, provided support in development of the Guidelines on implementation of the competencies based system, Guidelines for evaluation of job performance of civil servants and Guidelines for conducting competition in state bodies, as well as in the preparation of Decree on the Internal labour market that was adopted in December 2019. The GIZ project supported preparation of the Action plan for transformation of HR units into HRM units. In addition, the Project provided support to the Special working group formed by the MPALSG on introduction of competencies in the functions of employment and evaluation of civil servants. That working group prepared documentation for the introduction and placement of competencies in recruitment and performance appraisal in order to improve the merit-based HRM system. It served as the base for creating the related bylaws, which are now in force.

The new project "Support for Public Administration Reform in the EU Accession Process", is funded by the Government of the Federal Republic of Germany in the amount of 4 M EUR, and will be implemented in co-operation with the GIZ. Period of project implementation is 1st October 2020- 1st September 2023. One of the areas of co-operation within this project is related to the improvement of the competence-based human resource management in public administration. The Project will support process of drafting a revised Staffing plan for state bodies

Also, with the assistance of the World Bank, the Ministry of Finance has formed a working group in order to considered to control, monitoring and optimization mechanisms of total public sector wage costs. Representatives of the Ministry of Public Administration and Local Self-Government participate in this working group, which, among other things, discusses the issue of personnel planning of employees. The World Bank has prepared and presented to the representatives of the Working Group an analysis of personnel planning and examples of best practice in several countries in the world, including personnel planning in some EU countries.

Based on experiences of analyzed countries the analyses gives insights in to the potential additional measures to encourage more strategic workforce planning by ministries and agencies in the Republic of Serbia, such as:

- Identifying specific gaps by grade, specialization, core competencies, experience
- Outlining the ‘as is’, the expected fiscal space, and the ‘to be’ – encouraging process streamlining and digitalization
- How to plan new recruitment to off-set significant exit numbers due to retirements

The Analysis shows that the best practice includes the detailed plan of number of employees with a breakdown by position levels (professional, managerial/senior managerial, support) agreed with line

ministries, and breakdown by type of cost (base wage, benefits, allowances). In addition, best practice implies that the staffing plan is part of annual budgets (as an annex) and of medium term forward estimates for three further years which are updated annually. Also, the staffing plan is part of annual budgets (as an annex) and of medium term forward estimates for three further years which are updated annually, legally anchored in the budget system law and the annual staffing plan is considered to be a law/have legal force.

3.4 List of applicable *Union acquis*/standards:

The European Council granted Serbia the status of candidate country in 2012. The **Stabilization and Association Agreement (SAA) between Serbia and the EU** entered into force in September 2013. Since the opening of Serbia's accession negotiations in January 2014, 18 out of 35 chapters have been opened, two of which provisionally closed.

Although there is no relevant EU legislation in this area, Public Administration Reform is one of the 3 pillars of the European integration process by enabling the implementation of crucial reforms and organizing efficient accession dialogue with the European Union (EU). This is one of the fundamental lessons learnt from the previous enlargement round.

EU Progress Report 2020 states „Serbia is moderately prepared with the reform of its public administration”, “Serbia continued implementing its public administration reform (PAR) strategy and action plan as well as its public financial management (PFM) reform programme. A new PAR strategy, for 2021–2030, is being prepared and aims to further streamline the sector strategic framework, including the public financial management programme, and multiple underlying strategic documents”

More precisely, this request for Twinning assistance falls under the Principle “Public service and human resource management” (SIGMA Principles of Public Administration), Key requirement 2: Professionalism of public service is ensured by good managerial standards and human resource management practices, Principle 5: The remuneration system of public servants is based on the job classification; it is fair and transparent.

The aim is for Serbia to get best practices from different EU Member States in order to progress in that precise field.

3.5 Components and results per component

This project aims at providing a support to the implementation of new provisions concerning HR management of employees of State, Local Administration and Administration of Autonomous Province of Vojvodina, and more specifically related to staff planning in public administration and job classification, through concrete sharing practices with EU member states who already implemented these reforms. These exchanges with EU Member States will relate to how to use the Personnel Plan as a mechanism for staff planning in State administration, as well as for monitoring the number of employees, in relation to the financial plan and to the General Job Catalog.

Result 1: Best practice presented in the field of staff planning

This project will through the exchange of experiences, contribute to the modernization of the methodology of staffing plan for employees of the State administration, and the results of this project will help in creation the guidelines for staffing plans for civil servants and employees in AP and LSG. Public service employees will not be covered, since the Staff planning in public services is regulated by special laws (Law on Public Service Employees RS Official Gazette”, Nos. 113/17 and 95/18).

This project should help to exchange experience with an EU Member State that has a developed personnel planning system, a staffing plan linked to the financial plan and a catalogue of ranks of civil servants, elaborated procedures for adopting and modifying staffing plans, an IT system related to staffing. The project will, through the exchange of experience, support the MPALSG with the aim of finding the best direction for the reform of personnel planning in state bodies

Concrete experience of Personnel Planning, shared by EU MS partner, will allow MDULS to innovate in terms of staff planning methodology in State administration bodies.

Therefore, the projects aims at :

- firstly sharing experience of EU member state through a workshop, to exchange experience with an EU Member State that has a developed personnel planning system; drafting a Comparative analysis of the staff planning in MS country, with recommendations;
- organization of a round table where the comparative analysis with proposals for improvement of Personnel Planning will be presented; initiate a thorough and sustainable cooperation with selected EU MS, starting with a study visit to the peer administration, to get practical understanding of the applied procedure of staff planning by some of the most representative's ministries.

Result 2: Experiences in the area of job classification exchanged

This project will allow exchange of experiences with EU Member State that have already established Jobs Catalogue in the public administration, and to provide professional assistance from the selected EU Member State to employees of MPALSG and HRMS who worked on the preparation, drafting, consolidation and synchronization of the specifics catalogues which make up the General Catalogue. Also, expert support will be needed for ministry's employees regarding the defining and in-depth analysis of established fields of work and its comparison with those established in the EU Member State. Concretely, the project will provide support in terms of exchanging of experiences in the area of job classification. In that regard, the project will support organization and implementation of three workshops in order to check and harmonize job families and job descriptions through the development of a comparative analysis of the Catalogue in the MS partner country. The first workshop will be organized in order to check and harmonize families and job descriptions in the Special Catalogue of titles, positions and functions in local self-government units, and to check and harmonize families and job descriptions in in the Special Catalogue of titles, positions and functions of civil servants in state bodies, while the second workshop, will be organized with the aim to present conclusions from the first workshop and to determine the main guidelines and key points for making a comparative analysis in this field. Findings form the workshops will be reflected in the Comparative analyses of job catalogue that will be prepared within the scope of the project. Finally, in order to ensure sharing of knowledge a round table where the comparative analysis with proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be organized.

Therefore, the projects aims at:

- firstly, sharing experience of EU member state through workshops and roundtable,
- and creating basis for synchronization of the specifics catalogues which make up the General Catalogue.

3.6 Expected activities:

Result 1: Best practice presented in the field of staff planning

Activity 1.: Organization of a workshop to present best practices in the field of personnel planning in State administration bodies with the participation of experts from selected MS

Activity 2. Drafting a Comparative analysis of the staff planning in Member States, with recommendations included

Activity 3. Organization of a round table where the comparative analysis with proposals for improvement of Personnel Planning will be presented;

Activity 4 Organization of study visit for 16 representatives of MPALSG, HRMS and SCTM in order to exchange experiences in the field of personnel planning and job classification, in State administration bodies and at local level (i.e. exchange of ideas that stand behind the production of the catalogue, who is in charge with the production and publishing the catalogue, linkage between the job catalogue and employment in public sector and personnel planning)

Result 2: Experiences in the area of job classification exchanged

Activity 1: Organization of three workshops in order to check and harmonize job families and job descriptions through the development of a comparative analysis of the Catalogue in the MS partner country.

- Sub activity 1.1 The aim of the first workshop is to check and harmonize job families and job descriptions in the Special Catalogue of titles, positions and functions in local self-government units,
- Sub-activity 1.2 The second workshop will aim at checking and harmonizing families and job descriptions in in the Special Catalogue of titles, positions and functions of civil servants in state bodies.
- Sub-activity 1.3 The final workshop's aim is to present conclusions from the first two workshops and to determine the main guidelines and key points for making a comparative analysis in this field.

Activity 2: Drafting a Comparative analysis of the job catalogue in Member States with recommendations

Activity 3: Organization of a round table where the comparative analysis with proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be presented

3.7 Means/input from the EU Member State Partner Administration*:

Profile and tasks of the PL:

The Project Leader from the Member State must be a high-ranking public servant of a Member State administration or equivalent staff, but preferable the Head of a body responsible for civil service in the State administration, with relevant working experience of at least 5 years.

The MS Project Leader will manage the implementation of the project with the Project Leader from the Beneficiary Country. The Project Leader's will ensure his/her ability to mobilise the necessary staff in support of the efficient implementation of the project. In addition, he/she should coordinate, on the Member State side, the Project Steering Committee (PSC).

The MS Project Leader will continue to work at his/her Member State administration but will devote some of his/her time to conceive, supervise and co-ordinate the overall thrust of the Twinning Project, and ensure the attainment of the projected outputs. The Project Leader is fully responsible for co-ordination of the work of the experts.

As a minimum, the project Leader should be able to dedicate to the project at least 3 days per month, with at least 3 on-site visits. He/she will be supported by his/her Member State administration for logistic, accounting and administrative affairs.

Profile of Expert 1 (Project Leader) - Requirements:

Long-term civil servant official from a Member State relevant public administration body (civil service management);

- University degree in public law or another relevant discipline Master's degree in Public, Law, HR or a field directly related to the assignment. In case of a Bachelor's degree the expert should have at least 8 years, or in absence of the university degree at least 10 years, of relevant professional experience;
- At least 5 working experience in activities linked to civil service management at the State and Local level;
- At least 2 years working experience in a leading management position;
- Excellent English skills (oral and written)
- Excellent computer skills.

Tasks of the Project Leader

- Conceive, supervise and coordinate the overall thrust of the project;
- Ensure that projected outputs are reached;
- Co-manage the implementation of the project with the Beneficiary Country Project Leader;
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary, CFCU and EUD;
- Ensure the backstopping functions and financial management;
- Co-chair the Project Steering Committee Meetings;
- Organise study visits for relevant institutions for exchanging knowledge, comparative experience and best practice with the peers in EU Member States;
- Preparation and drafting of interim, quarterly and final report in accordance with the Twinning Manual and project reporting;
- Assuring compatibility with EU requirements
- Ensuring timely, effective and efficient implementation of the project and achievement of results, through proposed activities;

3.7.1 Profile and tasks of Component Leaders:

For each component, one component leader should be designated. He/she will be one of the short-term experts, the most experienced in the related field of the component.

Profile Component Leader 1

- University degree in law or another relevant discipline Master's degree in Law, HR or a field directly related to the assignment. In case of a Bachelor's degree the expert should have at least 8 years, or in absence of the university degree at least 10 years, of relevant professional experience;
- At least 8 working experience in working with the public administration bodies
- At least 3 years working experience in the field of HR planning in the public sector;
- Excellent English skills (oral and written)
- Excellent computer skills.

Tasks of Component Leader 1

- Communicate with the beneficiary counterparts regarding the reaching of the expected Result 1;

- Summarize best practice in the field of personal planning in State administration bodies in MS
- Organize and facilitate the workshop
- Presentation of best practice in the field of personal planning in State administration bodies
- In cooperation with the beneficiary counterparts defining the criteria for Comparative analysis
- Drafting a Comparative analysis of the staff planning in Member States, with recommendations included
- Presentation of the Comparative analysis with the recommendation

Profile Component Leader 2

- University degree in law or another relevant discipline □ Master's degree in Law, HR or a field directly related to the assignment. In case of a Bachelor's degree the expert should have at least 8 years, or in absence of the university degree at least 10 years, of relevant professional experience
- At least 8 working experience in working with the public administration bodies
- At least 3 years working experience in the field of Job classification in the public sector;
- Excellent English skills (oral and written)
- Excellent computer skills.

Tasks of Component Leader 2

- Communicate with the beneficiary counterparts regarding the reaching of the expected Result 2,
- Organize and facilitate workshops,
- Summarize MS experiences in the field of Job classification in the public sector
- collecting inputs from the beneficiary counterparts in check and harmonizing job families and job descriptions in the Special Catalogue of titles, positions and functions in local self-government units,
- Collecting inputs from the beneficiary counterparts in checking and harmonizing families and job descriptions in the Special Catalogue of titles, positions and functions of civil servants in state bodies.
- Drafting Report with conclusions based on the conducting workshops
- Presentation conclusions from the first two workshops
- In cooperation with the BS determine the main guidelines and key points for making a comparative analysis in this field.
- Drafting a Comparative analysis of the job catalogue in Member States with recommendations
- Organization and facilitation of a round table where the comparative analysis with proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be presented
- Presentation of the Comparative analysis

3.7.2 Profile and tasks of other short-term experts:

A pool of short/medium term experts will be available, to support the implementation of activities. The proposed pool of short-term experts is expected to cover all relevant areas targeted under this project and should be identified by the Project Leader in the course of defining the operational side letters (OPS). The short term experts will work in close cooperation with the PL and the Beneficiary in order

to meet the specific objectives as set out above. Terms of reference for short-term expert(s) will be elaborated by Project Leader and the beneficiary counterpart at the work plan preparation stage.

The short and medium-term experts are expected:

- To have university degree in public law or another relevant discipline
- To be currently civil servants or equivalent staff in the homologue institution/service related with the required activity within the project
- To have at least 3 years of experience in a central and/or local administration of an EU Member State in civil service HR management at State and local level
- Very good communication skills and experience in intercultural exchanges
- Fluency in English (oral and written)
- Excellent computer skills.

4. Budget

Maximum budget available for the Grant

Name of contract	IPA Community Contribution	National Co-financing	Total
Support to the Ministry of Public Administration and Local Self-Government in modernizing the personnel planning procedure for State Administration and harmonizing the Catalogue of titles in State administration and Local Self-Governments	250.000 EUR	/	250.000 EUR

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office):

Ministry of Finance,
Department for Contracting and Financing of EU Funded Programmes (CFCU)
Sremska Street, No. 3-5
Serbia - 11000 Belgrade

Mr Marko Jovanovic , Head of Contracting Authority
Phone: + 381 11 2021 115,

Email address: marko.jovanovic@mfin.gov.rs

Mr Darko Vasić, Twinning National Contract Point
381 11 202 14 12
E-mail: twinning@mfin.gov.rs

5.2 Institutional framework

Beneficiary: Ministry of Public administration and local self-government (MPALSG), Sector of “Human Resources Management”

Partners: Human Resources Management Service (HRMS) and Standing Conference of Towns and Municipalities (SCTM)

The Ministry of State Administration and Local Self-Government performs state administration tasks related to: the state administration system and the organization and work of the ministry, special organizations, public agencies and public services; Protector of Citizens; administrative inspection; administrative procedures; e-government development; preparation of laws, other regulations, standards and measures in the field of e-government; elections for republican bodies; labour relations and salaries in state bodies; labour relations and salaries in public agencies and public services; state professional exam; capacity building and professional development of employees in state bodies; the registers; register of citizens; seals, political organization; register of political parties; direct expression of citizens; single electoral roll, as well as other tasks determined by law.

The Ministry of Public Administration and Local Self-Government performs state administration tasks related to: the system of local self-government and territorial autonomy; directing and supporting local self-government units in ensuring the legality and efficiency of work; capacity building and professional training of employees in the bodies of the local self-government unit; labour relations and salaries in local self-government units and autonomous provinces; territorial organization of the Republic of Serbia, as well as other tasks determined by law.

The Ministry of Public Administration and Local Self-Government performs state administration tasks related to creating conditions for access and implementation of projects within the scope of that ministry, which are financed from EU pre-accession funds, donations and other forms of development assistance, as well as other tasks determined by law.

Within the Ministry, the Sector that will be the direct beneficiary of the project is the **Sector for Human Resources Management**. This sector performs duties pertaining to: the salary system in state authorities, public agencies, public services, local self-government units and autonomous provinces; system of employment relations in public administration and social dialogue; exercising the entitlement of public sector employees to compensation or severance pay in the rationalisation process, including the manner of determining of the maximum number of employees in the public sector; drafting strategies and action plans, laws, other regulations and general instruments within the purview of the Sector; keeping up with EU legislation and harmonising national legislation within the purview of the Sector with EU legislation; participating in the preparation of international treaties and projects within the purview of the Sector; monitoring the implementation/application of regulations, preparing expert opinions, reports and information within the purview of the Sector; monitoring the implementation of systemic laws, regulations and general instruments within the purview of the Sector and proposing measures for improvement of the situation in those fields; coordination and cooperation with public administration bodies, organisations and institutions and civil society organisations; participating in establishing of the financial management and control system in matters within the purview of the Sector and other matters within the purview of the Sector.

Another sector will be involved in the project, the **Sector for European Integration and International Cooperation**, which holds the IPA Unit (which includes the Group for Project Planning and Preparation and the Group for Project Implementation and Monitoring). This sector will be in charge of the overall project management.

Two institutions will be **partners** of the Ministry in this project:

- Human Resource Management Service (HRMS)
- Standing Conference of Towns and Municipalities (SCTM)

The **Human Resources Management Service (HRMS)** performs professional tasks related to personnel management in the ministries, special organizations, government services and professional services of administrative districts. The HRMS, among others, performs tasks related to advertisement of internal and public vacancies for filling senior management positions and executive positions; preparation for the Government a proposal for the staff plan of the body and ensure the proper implementation of the adopted staff plan; provides of opinions on the rulebooks on internal organization and systematization of working posts in authorities; provides expert assistance to the authorities regarding personnel keeping the Central Personnel Records on Civil Servants and State Employees; keeping records of the internal labour market in authorities.

The **Standing Conference of Towns and Municipalities - Association of Towns and Municipalities of Serbia (SCTM)** was founded in 1953 as an association of towns and municipalities and town municipalities in Serbia. SCTM has been accepted as an indispensable partner to domestic and international institutions, and has become an important factor in the process of decentralisation and reform of the local self-government system. SCTM mission is to represent the interests of local self-governments and support their development through the joint operation of the membership, providing high quality services in accordance with European standards, with the goal of creating the conditions for the functioning of developed and efficient local self-governments.

SCTM represent the interests of towns and municipalities trough the lobbying for the adoption of regulations and strategic documents that suit their needs. Local self-governments have quality services provided to them through training, consultations and advisory support. When it comes to the international level, SCTM pay special attention to representing the interests of local authorities in the negotiations for EU membership, in an effort to adequately present their opportunities and needs in this process.

Co-ordination mechanisms between institutions and departments

The Sector for Human Resources Management in MPALSG will be directly responsible for co-ordination and management of the project and will support the Twinning Light project team in organizational and technical matters.

The Project Steering Committee (PSC) will be established at the beginning of the project to monitor the implementation of the project comprising of senior representatives of the Beneficiary Country Project Leader, the Member State Project Leader, other representatives from MS and Beneficiary Country, representatives of the Ministry of Finance Department for Contracting and Financing of EU Funded Programs (CFCU), and representatives of other key institutions involved in the project. Representative(s) of the Delegation of European union will be invited as observer(s). Whenever necessary, representatives of other institutions or key experts should be invited to join the Steering Committee Meetings as observers. The final and exact composition of the PSC will be agreed with the Contracting Authority at the start up of the project.

MS and BC Twinning Light Partners will arrange regular and ad-hoc coordination and information exchange meetings with other stakeholders as necessary . The CFCU will be informed officially every time when it comes.

It should be noted that the participation of the Member State Project Leader in Steering Committees meetings has to be combined with expert mission in case the MS Project Leader is also a short-term expert in the twinning light project. If the MS Project Leader is not a short-term expert in the twinning light project then his/her visits to the Beneficiary country, (one visit every three months) as part of his/her overall task to ensure coordination and political steering of the project should be organised at the same time as the two Steering Committee meetings of the project and the Kick-off Meeting. As a minimum, the project Leader should be able to dedicate to the project at least 3 days per month, with at least 3 on-site visits.

The Steering Committee meetings are called and chaired by the Project leaders. The PSC will monitor, supervise and co-ordinate the overall progress and implementation of the project. The PSC will provide guidance for the different activities of the project, will define priorities, approve and monitor budgets and approve the results.

The following Steering Committee meetings shall be held during the project implementation:

- Kick-off Meeting at the project's start.
- SC meeting during the 3rd month of implementation to discuss Inception Report
- Final SC meeting at the latest during the last month before the end of the legal duration, to discuss the Final Report.
- Ad-hoc SC meetings shall be held if required.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Mrs Milena VUKCEVIC
Sector for European Integration and International Cooperation –
Job position for Implementation and monitoring of implementation of projects
Ministry of Public administration and local self-government (MPALSG)
Dečanska 8 A, 11 000 Beograd, Serbia
Tel +381 11 3348 513; +381 64 8177 488
E-mail: milena.vukcevic@mduls.gov.rs

Mrs Sanja PUTNIK
SPO Sector for European Integration and International Cooperation
Ministry of Public administration and local self-government (MPALSG)
Dečanska 8 A, 11 000 Beograd, Serbia
Tel: (+381 11) 3348 441 Mob: 064/81 77 474
E-mail: sanja.putnik@mduls.gov.rs

5.3.2 PL counterpart

Mrs Ivana SAVICEVIC, Assistant Minister, Head of Sector “Human Resources Management”
Ministry of Public administration and local self-government (MPALSG)
Bircaninova 6, 11 000 Beograd, Serbia
Tel: (+381 11) 2685-345 Mob: 064/2059-259E-mail: ivana.savicevic@mduls.gov.rs

6. Duration of the project

Duration of the contract is 8 months; where 6 months are for implementation of activities and 2 months for starting up and closing activities, and include the summer period where no activities can be organised. **The information provided in the tables above is indicative.**

Activities	Months							
	1	2	3	4	5	6	7	8
Kick off and final event	x							x
Organization of a workshop in order to presenting best practices in the field of personnel planning in State administration bodies with the participation of experts from selected MS		x						
Drafting a Comparative analysis of the staff planing in MS country with recommendations					x			
Organization of a round table where the comparative analysis with proposals for improvement of Personnal Planning will be presented							x	
Organization of study visit for 16 representatives of MPALSG,HRMS and SCTM in order to exchange experience in the field of personnel planning and job classification, in State administration bodies and at local level (i.e. exchange of ideas that stand behind the production of the catalogue, who is in charge with the production and publishing the catalogue, linkage between the job catalogue and employment in public sector and personnel planning)					x			
Organzation of three workshops in order to check and harmonize job families and job descriptions through the development of a comparative analysis of the Catalogue in the MS partner country. The aim of the first workshop is to check and harmonize job families and job descriptions in the Special Catalogue of titles, positions and functions in local self-government units, the aim of the second is to check and harmonize families and job descriptions in in the Special Catalogue of titles, positions and functions of civil servants in state bodies, and the aim of the final workshop is to present conclusions from the first two workshops and to determine the main guidelines and key points for making a comparative analysis in this field.			x	x				

Drafting a Comparative analysis of the job catalogue in MS country with recommendations					x			
Organization of a round table where the comparative analysis with proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be presented.							x	

7. Sustainability

Targeted areas of the project support are recognized in the new PAR strategy and corresponding AP.

The Personnel plan itself should be improved in terms of content and introduce a comprehensive analysis of the existing organizational and personnel structure according to jobs and projections of the necessary financial resources for salaries and wages for all persons, to establish a relationship with the internal labour market and others. Therefore, project activities will contribute to a significant turnaround in practice so that the focus is on the goals to be achieved and the work to be done, and accordingly determine the required number and structure of executors.

The establishment of the General Job Catalog, as part of the salary system reform, will contribute to the identification of all work performed in the public sector in order to harmonize their salaries, as well as ensuring transparency and uniformity, especially comparable jobs, which will enable further systematic approach to HRM and mobility of employees in that part of public administration

Through the job classification, which is the precondition for salary system reform, and through the personnel planning, which is the annual mechanism to ensure control of employment for each budget year, efficient and effective planning of personnel will be ensured.

8. Crosscutting issues (*equal opportunity, environment, climate etc...*)

- Equal Opportunity

Twinning partners will be expected to comply with EU Equal Opportunity and non-discrimination policies. In view of the specific sector, it is not expected that the gender aspects will be of prime relevance for the outputs of this project.

- Environmental considerations

Any ecological friendly initiative which can be taken will have to be implemented.

- Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with R. (EC). N. 718/2007.

- Minorities

The project will be implemented in a way which does not discriminate against any individual on the grounds of their ethnic origin, race or religion.

9. Conditionality and sequencing

- Conditionality:

There are no special conditions that need to be met in order for the project implementation to commence

- Sequencing:

N/A

10. Indicators for performance measurement

- Indicator 1.1: Number of workshops organized in order to present best practices in the field of personnel planning in State administration bodies
- Indicator 1.2. Number of civil servants improving their knowledge on EU best practice in the field of personnel planning in State administration bodies in the field of personnel planning in State administration bodies
- Indicator 1.3: Number of recommendations deriving from the included in the Comparative analysis in the field of personnel planning in State administration bodies
- Indicator 1.4: Number of civil servants improving their knowledge on Member States practice in the field of personnel planning and job catalogues in State administration bodies and local self-governments
- Indicator 2.1. Number of workshops organized in order to check and harmonize job families and job descriptions with the Member States' practices
- Indicator 2.2.: Number of recommendations deriving from the thematic workshops included in the Comparative analysis of the job catalogue/s in MS
- Indicator 2.3 Number of round tables where the comparative analysis with proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be presented

11. Facilities available

Office accommodation, roundtable and workshop facilities will be provided by the project.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR PROJECT FICHE

LOGFRAME MATRIX (English)				
Overall objective	Objectively verifiable indicators	Sources of verification	Risks	
To create conditions for efficient implementation of PAR strategy and legal provisions in the field of HR management, harmonised with practices from EU member state	<p>Meritocracy and efficiency of employment of civil servants (Sigma principle)</p> <p>BV: 3 (2019) TV: 3 (2021)</p> <p>The degree to which the competency framework corresponds to the needs and key values of public administration</p> <p>BV: 1 - established system of competency frameworks for civil servants (2020) TV: 2 – established the system of the Competence Framework for civil servants and civil servants in AP and JLS</p>	<p>- Sigma Monitoring Report</p> <p>- Report on the implementation of PAR Action Plan</p>	Lack to political commitment to implement the reform	
Specific (Project) Objective(s)	Objectively verifiable indicators	Sources of verification		Assumptions
The project purpose is to support the Serbian Ministry of Public administration and local self-government in setting up a modern staff planning methodology in State administration bodies and in exchanging of experiences in the area of job classification	<p>Recruitment based on the expressed personnel needs of the body</p> <p>BV: There is no data for the trend in the past, since the staffing plans for 2016, 2017 and 2018 have not been adopted TV: 20% (2021)</p>	<p>-Sigma Monitoring Report</p> <p>- report on the implementation of PAR Action Plan</p>	Catalogues are not finalized prior to the implementation of the Law on Salaries System for Public Sector Employees	- Relevant public institutions are willing to actively participate in the project
Results	Objectively verifiable indicators	Sources of verification		Assumptions

<p>2 results</p> <p>1. Best practice presented in the field of staff planning</p> <p>2. Experiences in the area of job classification exchanged</p>	<p>Indicator 1.1: Number of workshops organized in order to present best practices in the field of personnel planning in State administration bodies BV1: 0 (2020) TV1: 1</p> <p>Indicator 1.2: Number of civil servants improving their knowledge on EU best practice in the field of personnel planning in State administration bodies BV1: 0 (2020) TV1: At least 40 civil servants increased for 50% their knowledge on EU best practice in the field of personnel planning (2021)</p> <p>Indicator 1.3: Number of recommendations deriving from the included in the Comparative analysis in the field of personnel planning in State administration bodies. BV1: 0 (2020) TV1: 80% recommendations included (2021)</p> <p>Indicator 1.4: Number of civil servants improving their knowledge on MS practice in the field of personnel planning and job catalogues, in State administration bodies and local self-governments BV1: 0 (2020) TV1: At least 15 civil servants increased for 80% their knowledge on MS practice in the field of personnel planning job catalogues in State administration bodies and local self-governments</p> <p>Indicator 2.1. Number of workshops organized in order to check and harmonize job families and job descriptions with the MS Country's practice BV: 0 (2020) TV: 3 workshops (2021)</p>	<p>- Report on the implementation of PAR Action Plan - project implementation reports - Study visit report - Workshop reports Roundtable report</p>	<p>Unforeseeable circumstances related to the outbreak of COVID19</p> <p>Lack of technical commitment and willingness to support the action</p> <p>Limited availability of direct contra parts in MS and BS</p>	<p>- Relevant public institutions are willing to actively participate in the project</p>
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	<p>Indicator 2.2.: Number of recommendations deriving from the thematic workshops included in the Comparative analysis of the job catalogue/s in MS country BV1: 0 (2020) TV1: 80% recommendations included (2021)</p> <p>Indicator 2.3 Indicator 2.3 Number of round tables where the comparative analysis with proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be presented BV1: 0 (2020) TV1: 1</p>			
Activities	Means	Costs		Assumptions
<p>Activity 1 – Support exchange of EU experiences in the area of Staff Planning</p> <p>Sub-Activity 1.1.1: Organization of workshop in order to presenting best practices in the field of personnel planning in State administration bodies with the participation of experts from selected MS</p> <p>Sub-Activity 1.1.2: Drafting a Comparative analysis in</p>	<p>Twining Light – One contract</p>	<p>250.000 EUR</p>		<p>- Relevant public institutions are willing to actively participate in the project</p>

<p>MS contry wuth recommendations</p> <p>Sub-Activity 1.1.3: Organization of a round table where the comparative analysis with proposals for improvement of Personnal Planning will be presented</p> <p>Sub-Activity 1.1.42: Organization of study visit for 16 representatives of MPALSG,HRMS and SCTM in order to exchange experience in the field of personnel planning and job classification, in State administration bodies and at local level (i.e. exchange of ideas that stand behind the production of the catalogue, who is in charge with the production and publishing the catalogue, linkage between the job catalogue and employment in public sector and personnel planning)</p> <p>Activity 2 – Support exchange of EU experiences in the area of Job Catalogue</p> <p>Sub-Activity 2.1: Organzation of two three workshops in order to</p>				
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<p>check and harmonize job families and job descriptions through the development of a comparative analysis of the Catalogue in the MS partner country. The aim of the first workshop is to check and harmonize job families and job descriptions in the Special Catalogue of titles, positions and functions in local self-government units, and the aim of the second is to check and harmonize families and job descriptions in in the Special Catalogue of titles, positions and functions of civil servants in state bodies, and the aim of the second final workshop is to present conclusions from the first two workshops and to determine the main guidelines and key points for making a comparative analysis in this field.</p> <p>Sub-Activity 2.2: Drafting a Comparative analysis of the job catalogue in MS country with recommendations</p> <p>Sub-Activity 2.3: Organization of a round table where the comparative analysis with</p>				
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proposals for improvement of the Special Catalogue of titles, positions and functions in local self-government units and the Special Catalogue of titles, positions and functions of civil servants in state bodies will be presented				
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