

BOOK OF CITIZENS' IMPRESSIONS

Citizens' engagement in campaigns for better public
administration in Serbia



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The information and data contained in this ~~Guest book~~ were partially collected through the campaign www.pratimoreformu.rs which was carried out on the regional project **the Western Balkans Enabling Project for Civil Society Monitoring of Public Administration Reform (WeBER2.0)**. WeBER is an initiative that has been running since 2015, with the vision of increasing engagement of civil society organizations and dialogue between civil society and government in the reform of public administration in the Western Balkans. WeBER2.0 is led by the Think for Europe network – six civil society organization, one in each country of the Western Balkans, with CEP as a project coordinator. In its national working groups, WeBER brings 184 of local civil society organizations together. Until now, WeBER's donors have been the European Commission, the Kingdom of the Netherlands, and Sweden agency for international development – SIDA, through the Balkan Network for the Development of Civil Society – BCSDN, The Embassy of the Kingdom of Norway in Belgrade, the German Marshall Fund in the USA, the Open Foundation society in Serbia and the Ministry of State Administration, Digital Society and Media of the Government of the Republic of Montenegro.

INTRODUCTION

Within the framework of two projects dedicated to the public administration reforms (PAR) at the local and state level, European Policy Centre (CEP) initiated the campaigns through which the experiences of citizens and their impressions of functioning of public administration are collected. During 2021, as part of the project *Public administration Monitoring for better local Governance – PratiM JA*, a campaign carried out focused on issues of PAR at the local level. The campaign consisted of 85 street actions carried out in 17 cities and municipalities where citizens directly participated in a survey. Additionally, the campaign was carried out online, through *PratiM JA* portal¹, so as to give the opportunity to all citizens in Serbia to share their experiences. Moreover, within in the frame of the project *Western Balkan Civil Society Empowerment for a Reformed Public Administration*, the WeBER 2.0, CEP has been collecting citizens' experiences since 2020 through an online platform², but also in direct communication with citizens in the field. While the *PratiM JA* project collected the experiences of citizens who were in contact with municipal / city administrations, WeBER 2.0 gave them the opportunity to share their experiences about different types of services provided to them by public authorities.

Convinced that it is not essential for the citizens whether the service was provided by a local self-government unit, state administration or public service, and that it is the most important for citizens that public services are accessible to them and provided in an efficient and professional manner, researchers of the European Policy Centre created a *Book of Citizens' Impressions* in order to inform decision-makers about the problems that citizens experience often, but also offered concrete recommendations for improving the functioning of public administration in Serbia.



¹ <https://www.pratimja.rs>

² <https://www.pratimoreformu.rs>

Transparency, openness and accountability of local authorities

There is a noticeable lack of opportunities to provide feedback on local governments' performance and to what extent are we all, as citizens, satisfied or dissatisfied, what bothers us and what we like. For this reason, in the framework of the *Public administration Monitoring for better local Governance – Pratim JA* project, the campaign was launched as an opportunity to collect and hear the experiences and opinions of citizens. This one campaign represents a unique way in which local authorities can to receive feedback from citizens. By sharing their experiences in street campaigns, citizens increase upward pressure. This constructive pressure influences the local authorities to commit themselves more decisively to the implementation of reforms that should consequently lead to more open, transparent and accountable local governments. A total of 5204 citizens have shared their impressions about the work of local governments and thereby contributed to the creation of the *Book of Citizens' Impressions*. The citizens discussed the efficiency of work of local administrations, the satisfaction of citizens with service delivery, on the involvement of citizens in decision-making processes, in shaping city / municipal budgets, on the employment of local governments' officials, etc. Additionally, as a source of information for the *Book of Citizens' Impressions* there were citizens contributions received through a prize competition on the functioning of local administration topic from their point of view. By participating in this competition, citizens portrayed their experiences with municipal or city administration work in a creative manner – through video, visual or written content.

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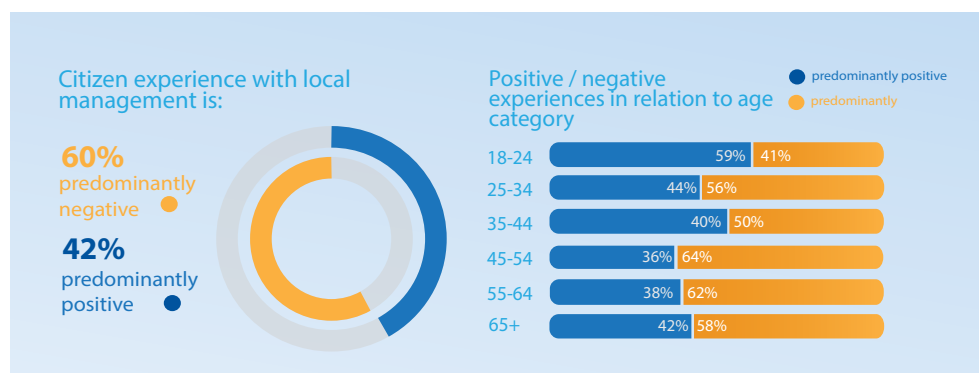
The largest number of respondents are from Belgrade, Valjevo, Novi Pazar, Bečej, Užice, Niš, Ivanjica and Subotica.

The purpose of the *Book of Citizens' Impressions* is to inform decision-makers and employees in local self-government units on complaints and praises citizens gave about the work of local governments, but also to offer recommendations for improvement of their work. Therefore, in this document, the comments received from citizens "translated" into the language of public policies and directed towards decision makers.

The mentioned project, abridged *Pratim JA*, is implemented by the European Policy Centre in cooperation with partner organizations – Centre for Balanced Regional Development, National Coalition for Decentralization and *Stanište* Ecological Centre. Also, as part of the National Coalition for Decentralization network, the following civil society organizations are involved in the implementation of the project: *Ars Nova* Club from Valjevo, Urban In from Novi Pazar and Human Rights Committee from Niš. The project is financed by the Delegation of the European Union in the Republic of Serbia – within the Program of support to civil society and the media, which aims to strengthen participatory democracies and the EU integration process, through the empowerment of civil society to actively participate in decision-making, and the Ministry of human and minority rights and social dialogue – within the framework of the program *Co-financing of projects of associations and other civil society organizations* to which European Union funds were allocated in 2019 and 2020.

Key findings

Asked about their experience with local government, about 58% of citizens have replied that they had a negative experience with the work of their city / municipality management, while 42% have a predominantly positive experience. Almost in all ages groups, the majority of citizens rate their experience with the local government as negative, with the exception of the youngest citizens aged between 18 and 24 years. Among local self-government units the municipality of Bečej and the city of Belgrade stand out as positive examples, where about 65% of citizens expressed positively about their experience with local government. On the other hand, Tutin with 78% and Uzice with 73% of negative experiences, stand out as worse self-government.



Policy development and coordination

Research findings obtained during street actions, online questionnaires and prize competition indicate that the majority of Serbian citizens do not participate in decisions in their cities and municipalities. Almost 90% of citizens never took part in shaping any of local self-government decision in any way (89.1%). As a reason for non-participation, the largest number respondents indicated that they did not know that they could participate (27.19%) or that they were not informed about the public debate (27.23%). On the other hand, only 13.54% of the respondents believe that they do not have enough knowledge to be able to participate, whereas a quarter (25.41%) are not interested.

"I'm interested but there's no point in participating, because they will do as they've already planned in advance."

When it comes to participation in decision-making, respondents who answered positively (10.9%) indicated that they made proposals and participated in the work of some bodies, polls or public debates. The most common acts and processes in which citizens participated include participation in public hearings during the preparation of local action plans for young people, preparation of urban and spatial plans, preparation of strategies of local economic development, preparation of municipal development plans, reaching a decisions on roads paving and gas pipelines construction, etc. Also, certain number of citizens indicated their own civic initiatives at the level local communities related to infrastructure, environmental activism, street lighting, gas pipeline, sewage network, organized petition for changes in road traffic, street names, etc.

"I had participated [at a public hearing], but I think that my opinion and presence changed nothing, therefore I'm not going anymore."

"Although I knew that there are [public discussions] I don't think that my participation can be a change for the better."

"I was hired through one association and that is the way I contribute."

"I participated at public hearings in decision-making with regards to construction of the Health center and school. Generally speaking, experience was positive."

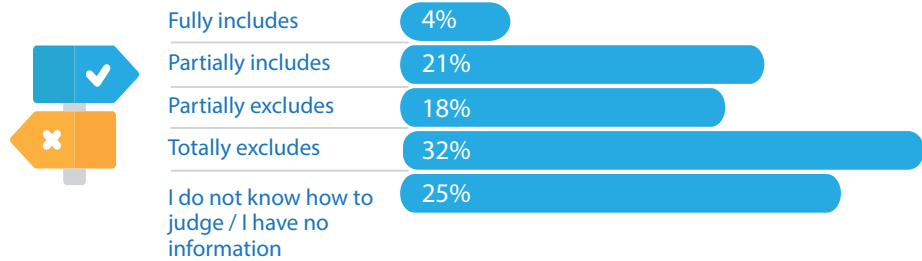
Nevertheless, a larger number of respondents which, in some way, participated in decision-making processes, marked their experience as negative. Among the negative impressions, it stands out that public consultations were held just to fill out the form, and that the citizens and representatives of civil society were only formally invited to participate in the creation of the act. Certain respondents agree that professional services of local administration, by order members of the city, that

is, municipal councils, create everything in advance, while the city or municipal assemblies are only voting machines, so that citizens have no influence in decision-making process. The perception that participation had no impact on the process led to the fact that citizens no longer participated in subsequent processes. Asked to what extent their local self-government includes citizens in decision-making process, only a quarter of them answered positively. The fact that more than 30% of surveyed citizens believe that they are in completely excluded from the decision-making process in their local self-government.

"My proposal was accepted and I am satisfied."

"Everything is a matter of form and legal framework fulfillment, and the profession and essence are completely ignored."

To what extent does your local government include citizens in the decision-making process?



Public services and human resource management

The perception of citizens (4977 respondents) about the Public services and human resources management in local administrations is extremely negative. Only 3.5% of respondents indicated that employees in the municipal / city administration are employed entirely on the basis of competence – qualifications, expertise and abilities. A slightly larger number of respondents (13.06%) believe that the employment is, to some extent, provided on the basis of competence, while other citizens (4153 respondents, 83.44%) consider political and personal connections as an important factor. More than half of that number of respondents (53.43%) believe that employment is promoted *entirely* on the basis of political and personal connections, while 30.02% considers it as a factor to some extent.

Out of 4122 citizens who responded to the question of whether personal or political ties prevail, one fifth (21.76%) marked personal connections as a key factor, while the overwhelming majority (78.24%) pointed out political connections as the most important factor for the employment of civil servants in local administrations.

Employment "through connections" in local government

Only **17%** of citizens think that officers in their city / municipal administration are employed according to qualifications, expertise and abilities.

83% considers that **political or personal connections** are key factor in employment, of which 22 % considers **personal connections and acquaintances** of officials as main ones and even 78% believe that the **political connections** are the most important.



Accountability

The Accountability of the work of local governments is a more comprehensive concept that includes management organization, openness and transparency, internal and external accountability and performance monitoring institutions. From the citizens perspective, the transparency of the work of local government is a key principle. One of mechanisms for exercising the right to information about the work of local governments, citizens have in the right to access information of public importance. Small majority of the total number of respondents (54.35%) is aware of its rights to access information of public importance that arises in the work of the local administration authorities. However, the results are noticeably different when the citizens are asked whether they know how to request an access to information of public importance. While 62.19% do not know how to make a request for access to information of public importance, 37.81% of respondents know it, which is for 830 affirmative answers less than to the question of whether they know about that right.

Also, a negative trend was observed in the area of data exchange from official records. Despite legal frameworks on data acquisition from official records and the General Administrative Law procedure, only 26.98% of respondents said that the official informed them that they can obtain the documents instead of them. In all other situations (73.02%) citizens were asked to submit official record documents themselves.

Service delivery

Citizens' impressions on the quality of services delivered by the local administrations are divided.

“

Even though the employees are kind, the legal regulations are bad. Now they ask one document from me, and three years ago something completely different. It is much more difficult for people who do not live in Belgrade because many services are less accessible to them.

”

“

I went to collect a citizenship certificate for my daughter. I gave them basic information about her. Everything was done in five minutes, at one counter. I notice that it was much complicated earlier because you had to wait longer for everything. I am satisfied with the organization - there is no more agonizing wait and paperwork as it used to be.

”

“

I cannot obtain marriage certificate from eUprava portal. The only way is to go personally to the municipality and collect it. Working hours are until 3 p.m., I work during that period and I cannot waste time to go to the municipality. I am not sure what eUprava is for, if the only service I managed to complete was the Covid-19 certificate and appointments related to the pandemic.

”

While 12.13% are completely satisfied with the service, even 31.06% are somewhat satisfied with the quality of services provided by local administrations, which indicates that a total of 43.19% of respondents have a positive attitude about the quality of services. On the other hand, 40.89% respondents have a negative attitude and 18.74% of them have a somewhat negative attitude, while 22.15% are completely dissatisfied with the services. The remaining 14.95% of respondents indicated that they could not assess, because they did not use local services in the last 2 years. Findings that indicate the need for changes in the practice of local administrations, refers to the possibility citizens to express their opinion or experience regarding the services that are provided by the administration. While only 15.86% of respondents answered that they had that opportunity, as many as 84.14% indicated that they did not have the opportunity to share their impressions on the local administration about the services provided.

Public financial management

Only 7.63% of citizens believe that they had the opportunity to get involved in adoption of the municipal or city budget, while as many as 40.06% of citizens, who participated in the survey, gave negative answer.

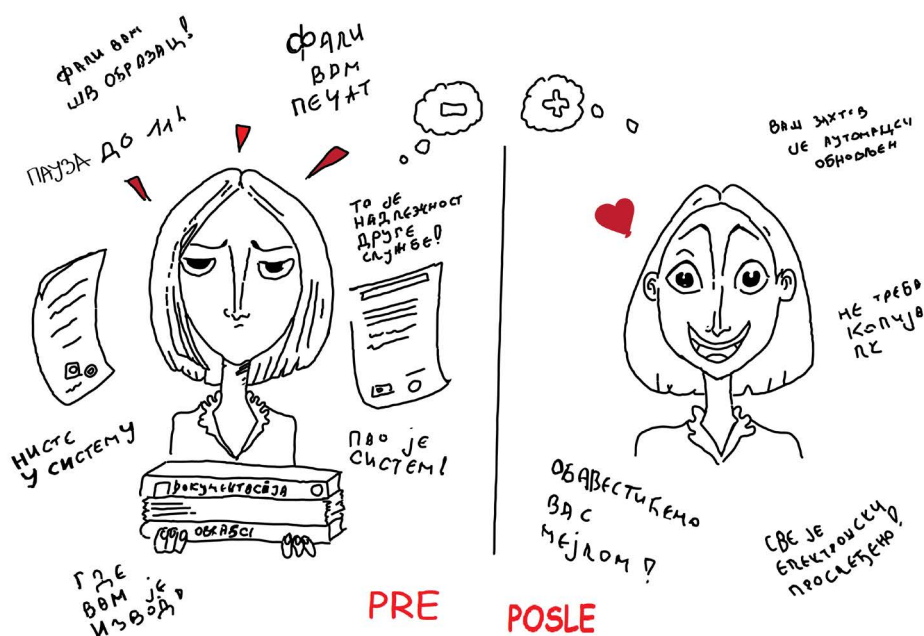
"The budget should be public, so that citizens can give their suggestions on whether to invest more in culture or infrastructure or education...."

Citizens who had the opportunity to participate in these processes stated that they did so, mostly, through formal public hearings, while some citizens had the opportunity to be part of the action Citizens' tailored budget which is a higher level of participation and openness. Citizens mentioned traditional media, but also the Internet and the official city / municipality website and social networks as a basic source of information.

"I did not receive any service from the local self-government without any difficulties."

The best citizens' contributions to *Pratim JA* competition

From the many experiences of citizens who have arrived, the competition commission singled out four positive and negative experiences that were presented in the most creative way. The selected content was shared on Instagram and Facebook page of CEP, and the winner was decided by the number of likes on social networks. A video contribution sent by a citizen from Bečej in which she described her experience in contact with municipal authorities, won the highest number of likes in the positive category. Transparency of municipal authorities and cooperation with civil society, within which the communication with associations dedicated to gender equality is prominent, the position of young people, provision of information to citizens are given praise in the attachment. Another positive experience supported by a large number of likes on social media is shown in the form of a cartoon that shows a change for the better in mood of a citizen, thanks to the reform and digitization of public administration.



There were some more positive experiences, also presented in a witty, visual way, shortlisted by the expert committee. The third place was won by the comic in which a citizen came to the administrative body

with the expectation that, despite the appointment, he will have to wait in a long queue to get the requested service. However, it turns out that the appointment system works, and digitization has freed citizens from obligation to obtain a bunch of documents themselves, that the authority can obtain ex officio.



An interesting mime came to the competition, representing a responsible citizen eager to change things for the better, fight for his rights – gets into a confrontation with a citizen who express scathing criticism and gives up in advance, without being ready to engage in improving opportunities in his community.

proveri sve na vreme
konstantno se usavršava i
informiše
zove i pita kad mu nešto nije jasno
zna da mnoge stvari ne funk-
cionišu, ali ne diže ruke i bori se
za svoja prava
koliko god može učestvuje u proce-
su donošenja odluka na lokalnu,
raspituje se na šta se troše njegove
pare
trudi se da menja šta može da
promeni
podstiče na aktivizam, informiše
javnost o svojim konkretnim
iskustvima, pohvali šta valja, žali
se kad ne valja



priča kako sve ide preko
veze

ne želi zakazivanje onlajn,
ništa mu nije jasno

žali se kako zemlji nema spasa,
ništa ne valja



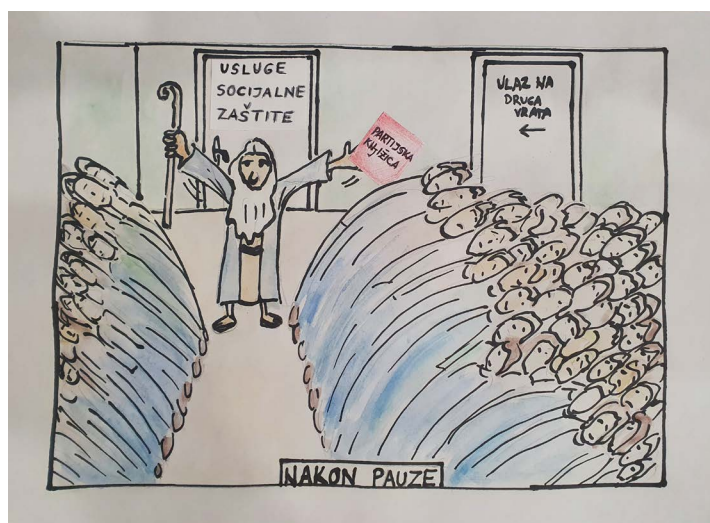
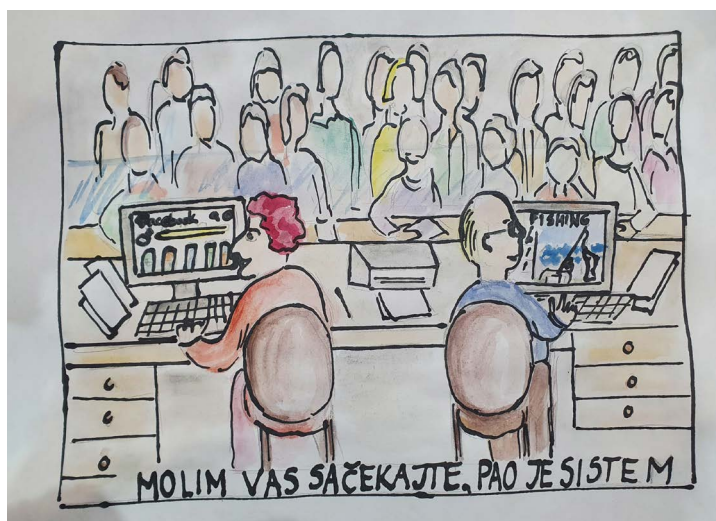
kuka na situaciju a govori kako
nema poente da učestvuje u
donošenju odluka, jer njegov glas
ništa ne menja

ne proveri pre odlaska u opštinu šta mu treba i
onda kuka

nema pojma na šta se troše pare iz
lokalnog budžeta,
ali priča da sigurno krađu

žali se da ga niko ni za šta ne pita, a
potpuno je pasivan

As for negative experiences, the most likes on social media networks, were given to the to contribution in which a caricature depicts unprofessionalism of civil servants, but also the power of the "political party membership card". Namely, the first cartoon shows how, while citizens are queuing, officials at the counter of the municipal administration, during working hours, visit social networks and other sites, under the pretext that the system is down. The other one caricature is a metaphor of Moses and the biblical story of the parting of the sea showing a privileged citizen, a political party member, compared to citizens who are patiently queuing.



Second place in the category of negative experiences was won by a citizen who presented his experience with eUprava portal after birth of a child. The humorous song goes as follows:

*I have been in this world for almost a year and a half.
I agree that is no such rich experience,
But I wore out my fingers trying to count
How many bureaucratic problems did I encounter?*

*I have been in this world for almost a year and a half,
And my certificate already had flaws from the start.
Those responsible quickly repaired the damage
And entered new wrong data.*

*So at the very beginning of those one and a half years
Everything was messed up: date, gender, even name...
And it's always "the other side's" fault:
"Let them deal with it now."*

*I can talk about it for at least a year and a half.
They all play silly, they don't offer solutions.
Who makes corrections in my certificate?
Is it the municipality where I live or the municipality of birth?*

*Dad could send emails for a year and a half,
In the end, he went to the municipality of Voždovac on foot.
There, an uncle showed good will
And he corrected the mistakes in private.*

*Almost a year and a half, and Covid is with us without
interruption.
"Electronically", "at a distance", is heard from everywhere.
Dad often gets annoyed, mom gets annoyed more often,*

*Because in the end they say to them: "Come in person
anyway."*

*In almost a year and a half, one example really stands out:
My health card is being sent to the wrong address!
Mom notices a mistake, runs to send an email...
They answer that they have to take it there first.*

*It's like a year and a half that we waited for it to arrive,
So we stopped by the doctor in the neighboring building,
And the kind nurse just gives us a slight wink:
"This card doesn't seem to work for you."*

*Well, now someone will queue for a year and a half!
On top of all the other troubles, that's the only thing we still
lack!
They must activate the card,
And that problem is solved in the corresponding RFZO
branch.*

*What year and a half? Is that a joke?
You're in, you're out, you're done. All in two minutes!
Things are easier up close than from far.
Not even the clerk here is angry!*

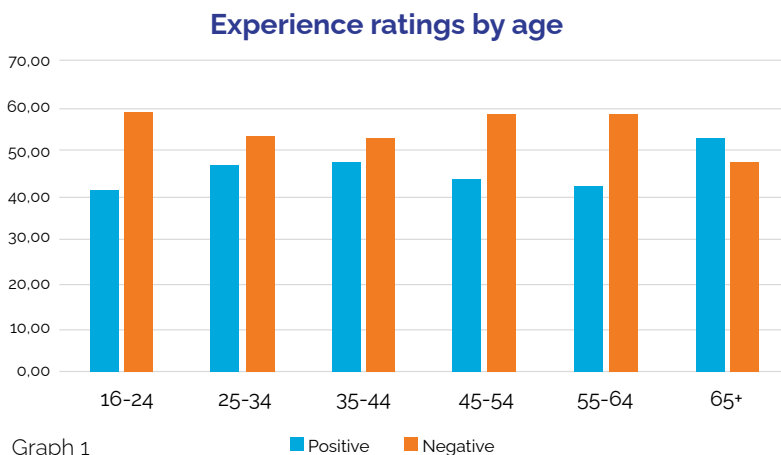
*At almost one and a half years old, I already know:
Online works poorly, better skip it.
(I don't know why) That method here is some bogey,
The only thing that always works is eye to eye contact.*

More efficient, accountable and citizen-oriented public administration

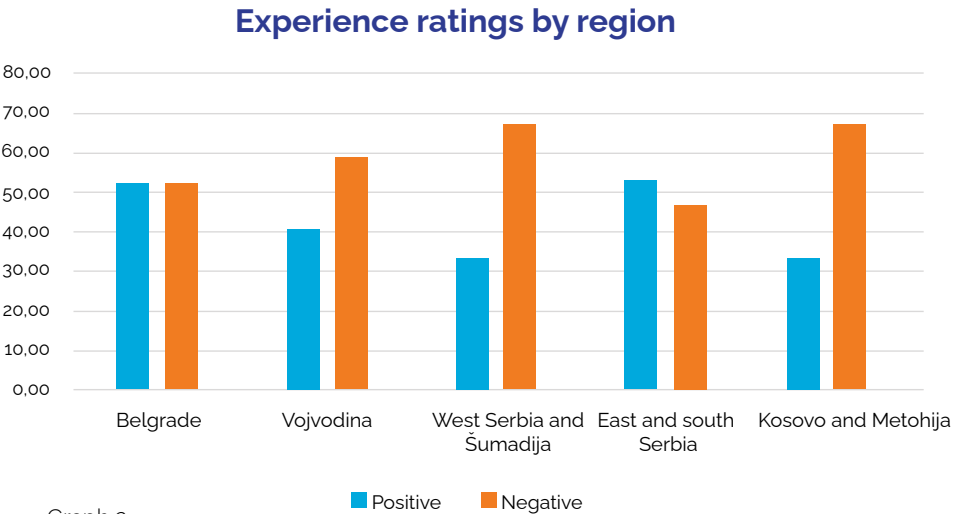
Through the regional campaign *Promisli o svojoj reformi* and the online platform for collecting and sharing the views of citizens about PAR and their experiences with public administration, WeBER 2.0 collected citizen input in order to influence on decision-makers and help create a public administration that is completely oriented towards citizens. 6000 experiences have been collected so far throughout the Western Balkans. In Serbia, 935 experiences were collected until the first of May and were analyzed by both quantitative and qualitative research methods. This analysis aims to point out the key shortcomings in the work of public administration from the citizens' point of view and to offer concrete recommendations to decision makers so as to make public administration more efficient, accountable and oriented towards citizens.

Quantitative findings

Out of 935 citizens of Serbia who shared their experience on online platform or in direct communication with CEP researchers, the majority are those whose experience was predominantly negative. In contact with the public administration, negative experience share both men (about 56%) and in a slightly smaller share, women (about 52%). When experience ratings are structured according to the age groups to which the respondents belong, it can be observed that negative experiences prevail in every age category (*Graph 1*).



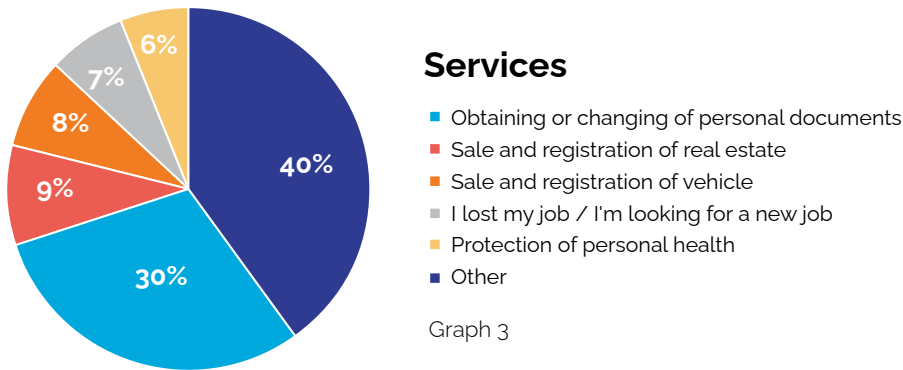
The only exception are citizens over the age of 65, of which slight majority (about 52%) have a positive experience. When we perceive a collected experiences from the perspective of the region which the citizens come from, we can notice that the residents in the west of Serbia and Šumadija are the most dissatisfied (over 67%), while citizens in southern and eastern Serbia are the only ones to express predominantly positive experience (Graph 2).



Graph 2

Things to keep in mind when we think about general perception of citizens, it is that they are a significant extent determined to by expectations and previous experiences – so the fact that 53% of citizens in the southeast parts of the country positively evaluates their experience in contact with the public administration, in contrast to only 33% in western Serbia and Šumadija, does not necessarily mean better functioning of the administration in the southeast.

With the regards to specific public services, by far the largest number collected, as much as 30% of them, concerned the experience of citizens in obtaining personal documents (*Graph 3*).



A significant share of the collected experiences relates to services in context sale and registration of real estate, sale and registration of vehicle, job searches, registrations and tax payments, etc. Among the mentioned public services, only services related to the job search provided by The National Employment Agency were given a positive rating by the citizens (*Graph 4*).

Experience ratings according to the type of service requested



Graph 4

On the other hand, citizens are very dissatisfied with the work of the Real Estate Cadastre, and almost three quarters of them say they had bad experiences during the sale and registration of real estate.

Qualitative analysis

Citizens' experiences are, for analytical purposes, grouped into four categories: efficiency of administrative bodies, behavior and ethics of civil servants, condition of technical equipment and *e-Uprava*. In each of these groups there were citizens with positive and, in a somewhat larger proportion, those with negative experiences. Exceptions are citizens' impressions of the state of technical equipment where, as a rule, all respondents criticized the obsolescence of computers and other equipment, and pointed out the insufficient training of officials for their use. A smaller number of citizens who positively assessed the efficiency of administrative bodies, mainly reduces impressions to simplified procedures, reduced paperwork to obtain a public service, as well as the speed and efficiency of civil servants. When it comes to the efficiency of administrative bodies, numerous negative experiences have different aspects. Citizens believe that the information needed to exercise some of their rights or receive a service are insufficiently clear and accessible, resulting in errors which slow down the whole process. Consequently, citizens also complain because of long queuing in front of the counter, they need to come many times, the complexity of the procedures and the unnecessarily large number of required signatures.



"To my personal surprise, the whole procedure did not last as it used to, all completed relatively quickly and without difficulty in the sense of 'we need one paper more'".

"In the Treasury Administration everything is fast, accurate, works, goes fast, no waiting, they receive customers from 10 a.m."


"Transfer of ownership and tax payment in vehicle buy and sell goes very fast."




"It took a month until I got Tax decision for vehicle ownership. So, you submit a request, you want to pay tax, and then it takes a month, and for that time you have to go to the Parking service to deliver documents in order to achieve right to the parking zone."

"Ministry of internal affairs (MUP) and waiting on their counters... MUP the worst institution in Serbia, and others services are not good. Disgusting queues, three hundred signatures, and so again. They have 100 of mine prints what do they do with them - idiocy."

Citizens who positively assessed the behavior and ethics of civil servants described their experience in which they encountered understanding and kindness of employees. Even when the problem arose due to the citizen's mistake, the officials showed patience and helped to fix the problem. On the other hand, negative experiences include various situations in which civil servants behaved in non-professional manner and without the work ethics: rudeness of the officials, their refusal to answer citizens' questions, slowness, lack of promptness and private affairs during working hours.



"The clerk was too kind and even took several pictures until I turned out good in the picture. She helped me to quickly make a request for urgent issuance of personal identity card and gave the phone number which I should call next day to check if the ID card has arrived."



Even though it's just the two of us waiting for registration, it took a very long time, because during working hours employee was finishing private business – scheduled dinner at restaurant and called friends on the phone. On our request to process the documentation, she was very unkind."

Citizens show high level of satisfaction by *eUprava* portal. They indicate that the portal made public services faster and easier to get. Positive experiences of citizens refer, above all, to: reducing the time it takes them to receive a service, elimination of unnecessary queuing, the possibility of online appointments. In addition to this, citizens are also satisfied with the possibilities to pay administrative fees online. The portal was particularly praised due to the services provided during the coronavirus epidemic (scheduling appointments for vaccinations, obtaining a digital certificates, etc.). However, there are also numerous negative experiences when it comes to the *eUprava* portal. The citizens often complained that the portal was too complicated for them due to various technical obstacles in its use. Also, there were situations in which it was ignored in practice, what citizens did online. In addition, the citizens indicated that certain public services are still not available through the portal (e.g. obtaining a birth certificate).



"Simple payment of administrative fees through the eUprava portal, without redundant papers."

"All praise for eUprava with regards to vaccination. We scheduled it, received the vaccine in our appointed term and received confirmation of vaccination on email."

"Enrollment of the child in kindergarten was entirely completed online through the eUprava portal, we filled out forms with basic personal data, while all the documents were exchanged directly between administrative organs."



"I can't obtain a wedding certificate through eUprava. The only one the way is to go personally to municipality and collect the document. Working hours are until 3 p.m. I work during that period and cannot waste time to go to the municipality."

"State administration body further insists to receive the copies of documents not older than 6 months – the same documents they can see in the online system. For what UMCN serves for, if it is always needed? eUprava has not changed anything for me, although I use it."

Recommendations based on the analysis of citizens' experience

Based on the experiences of citizens collected through campaigns conducted within the framework of the *Pratim JA* and *WeBER 2.0* projects, a table was created with recommendations directed towards different institutions. Relying on categories through which a qualitative analysis was performed on the *WeBER 2.0* project, recommendations were sent to the accountable authorities with an aim of improving efficiency, official ethics, technical modernization, service delivery improvement, as well and creation of public policies. Recommendations that could not be matched with mentioned categories, were separately grouped.

Although most of the recommendations are addressed to state administration bodies, their implementation would improve the quality of services delivery at the local level, so that a certain number of recommendations are aimed at the decision-makers in local self-government units.

Recommendations		
Effectiveness of administrative bodies	Deadline	Responsible body
1. Open a larger number of counters in order to reduce queues in the police administration units where this is the case.	Short-term	Ministry of interior affairs
2. Accelerate the issuance of new health cards. This is a particularly sensitive issue in in the case of newborns, considering the fact that there were citizens who indicated that they had waited for health card few months after the birth of a child. Likewise, citizens who lost their health card complained about the time they need to obtain a new one.	Short-term	Ministry of health
3. Reduce the need for physical presence and enable most documents to be obtained by mail.	Mid-term	Ministry of public administration and local self-government
4. Procedures of obtaining public services must be more familiar to citizens. Invest in education and informing of citizens about ways in which they can access public services.	Long-term	Ministry of public administration and local self-government

Behavior and ethics of the civil servants	Deadline	Responsible body
1. Enable citizens to enter impressions in the electronic Guest book – praise and criticism to the account of employees in the state administration.	Short-term	The office for information technologies and eGovernment
2. Introduce the practice of examining citizens' satisfaction with services provided by local government, through the implementation of annual survey of citizens and <i>Book of Citizens' Impressions</i> in service centers and Unique administrative points.	Short-term	Local self-government units
3. Adopt Codes of Conduct employees and officials and ensure regular monitoring its application in all LGUs.		
4. Improve advertising methods of public tenders for employment in local governments through more different communications channels from the official internet presentation of LGUs, through daily newspapers, official orders of LGUs on social networks, editions of the National Employment Agency etc.		
5. Introduce special awards for officials who, according to citizens' evaluations, behave especially politely and professionally.	Mid-term	Ministry of public administration and local self-government
Technical equipment condition	Deadline	Responsible body
1. Invest in modernization of technical equipment.	Mid-term	Ministry of public administration and local self-government

Service delivery and eUprava portal	Deadline	Responsible body
1. Establish a Single administrative point in cities and municipalities in order to improve quality of service delivery to citizens, easier and more efficient realization of citizens rights.	Short-term	Local self-government units
2. Additionally simplify and customize the portal of eGovernment to citizens. Enable for citizens to schedule their appointment through the portal, receive sms with confirmation that the appointment is successfully executed, with the data on time, address and name of the organ. This is how to prevent the situation in which officials ignore appointments carried out through the portal, with which the citizens encountered many times.	Short-term	The office for information technologies and eGovernment
3. Enable that all payments carried out through the portal, citizens receive confirmation of payment via sms.		
4. Expand the range of services available through the portal (e.g. Marriage certificate obtaining).	Mid-term	The office for information technologies and eGovernment Local self-government units
5. Conduct public campaigns which introduce possibilities of the portal to the citizens and obtain training for its use.	Long-term	The office for information technologies and eGovernment

Public policies creation and decision-making	Deadline	Responsible body
<ol style="list-style-type: none"> 1. Establish a practice of public consultations and public discussion during the creation of local regulations and public documents policy in accordance with the Law on planning system and the Law on local self-government. Especially it is necessary to introduce the practice of consultation at an early stage of preparation regulations and planning documents (before the first draft of the document). 2. Establish a practice of public consultations and discussions during budget rebalancing, due to the importance of making these decisions, regardless of the fact that it is not a legal obligation. 	Mid-term	Local self-government units
<ol style="list-style-type: none"> 3. Promote a training program for policy making. 	Long-term	Republic secretariat for public policy.
Other	Deadline	Responsible body
<ol style="list-style-type: none"> 1. Simplify procedures of recognition of work done in the former Yugoslav republics. 	Mid-term	The Pension and Disability Insurance Fund
<ol style="list-style-type: none"> 2. Review the expediency of the practice reporting to the National Employment Agency and enable that conversations with unemployed persons take place online, without necessity of physical presence. 	Mid-term	National Employment Agency
<ol style="list-style-type: none"> 3. Promote the right to access the information of public importance. 	Mid-term	Commissioner for information of public importance and personal data protection.

