

**The National Parliament of  
The Republic Of Serbia**



**LONG - TERM DEVELOPMENT PLAN OF THE NATIONAL PARLIAMENT**

**Belgrade, January 2011**

## **The Foreword of the Secretary General**

*Numerous indicators of the National Parliament Office suggest that forming a respectable and professional state administration is an extremely dynamic but also an important step in the course of social, legal, political and economic reforms of the Republic of Serbia.*

*The form, contents, and efficiency of the changes at the present moment are shaped by numerous factors ranging from political support of the establishment to alternative strategic visions which initiate and guide the process of reforms with the aim of creating a professional, efficient and politically neutral Office of the National Parliament.*

*Thereby a need appeared to critically examine and analyse the levels, the state of affairs, and the scope of the Parliament Office at the current level of development of the society and in the future, which again implied a perception of different theoretical and empirical knowledge.*

*In search of the best ways to accomplish its legally defined mission, the National Parliament Office needs to adjust itself to the needs of the Members of Parliament, and other state organs and organizations, citizens, employees and other interested members of the public.*

*In order to achieve this it has to be the support for cooperation and partnership with other state organs and organizations, the international community and civil sector.*

*The Office also has to improve its capacity and reputation. This long - term plan indicates in which direction and in which way these processes will take place.*

*In order to make complete understanding of this plan useful, it is necessary to provide enough empirical evidence in addition to theoretical one.*

*In order to make sure my ideas were in accordance with the needs of the Office, I asked its employees for advice and assistance.*

*I am immensely grateful to the working group which used its skill to unite all our suggestions, wishes and intentions into a single whole.*

*I would also like to express my thanks to our consultant USAID – the programme of division of authority, for their ideas and support.*

*Once again I would like to thank all these exceptional people, and remind everyone that the strategy is good as much as the Office is capable of implementing it in practice.*

**Secretary General**

**Veljko Odalović**

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## **INTRODUCTION**

The jurisdiction of the Secretary General is stipulated in article 69 of the Law on the National Parliament (RS Official Gazette /Službeni glasnik number 9/2010). In paragraph 2 of the above mentioned article, it has been defined, among other things that the Secretary General is in charge of devising the annual and the long – term development plan of the Office.

In this way, a legal foundation for the implementation of long - term planning in the National Parliament Office (further referred to as the Office) has been defined as a process of the strategic projection of its future orientation and the development of necessary procedures to reach that future.

The long – term development plan of the Office (further referred to as the Strategy) for the period from 2010 to 2015 is the first all-inclusive document which provides a basis for a successful promotion of the work and development of the Office.

The strategy represents a good platform for consolidating partial initiatives into a structural unity enabling their integration and giving them the final purpose through clearly defined aims. Apart from that, it gives the direction to the Office in which it should develop in order to enhance its credibility and professionalism.

What does the Strategy consist of? After an overall analysis of the current state in the Office, the Strategy starts with a SWOT analysis, which represents a kind of a bridge between the state described in the analysis and the desired future state.

The key indicators of that future are given as an objectively projected vision of development lasting until 2015, strategic and operational aims and the accomplishment of the given vision. The Office is in the centre of the development, as an institution which Members of Parliament, citizens and other users regard equally as their own right and duty to proactively influence its work, giving it a new quality and creating a broader direct participation, partnership, responsibility...

Each strategic aim has been mapped out into several operational ones, which are specified, defined by the time and set in the way which enables the progress of their fulfilment to be measured. For each of them, a connection with the problem identified in the course of the previous analysis of the state has been established. In this way a great degree of consistency between the analysis and the projected future state has been achieved. And finally, a certain number of mutually synchronised projects have been defined for some of the strategic aims in order to facilitate the implementation of the Strategy.

Why is the Strategy important and for who is it important to? Formulating and executing the Strategy, as a flexible document which takes into consideration the need for continual supervision in the process of achieving goals by presenting evident results, is an important segment in the process of the Serbian approach to the membership in the European Union (further referred to as EU), bearing in mind that the Strategy adopts modern principles which help accomplish the tasks of the Office efficiently and effectively. (strategic planning as a function which is continually monitored, improved and promoted, modern organizational structures, competent, dedicated and respectable human resources, new working methods with the use of modern technologies...)

This is also important for the citizens of the Republic of Serbia, so that they can get well-informed about what activities the Office undertakes and the reason why they are undertaken. Above all it is important for Members of Parliament in order to ensure their highly active and professional representation of citizens' interests and for the reputation which demonstrates that it is a great honour and responsibility to be a Member of Parliament. The Strategy can also be an indicator for the international public that the Office has long-lasting perspective and that it knows how to reach it.

The responsibility for the accomplishment of the Strategy is assigned to all the Office employees, whereas the Secretary General, his deputies and assistants assume special, high responsibility.

# I

## METHODOLOGY AND PARTICIPANTS

The formulation of the Strategy and the annual development plan of the Office is a result of the activities which started following the Decision made by the Secretary General, legal act number 02-1583/10 of June 2<sup>nd</sup>, 2010. In accordance with the decision, a working group was formed and the activities lasting for several months were continued within teams of the working group as well as in smaller groups and workshops.

In the process of drawing up these documents the following basic principles were implemented:

- *Partnership of all relevant participants in the process of production and implementation of the plan* - the Secretary General, his deputy and assistants, executives, members of Parliament, employees and consultants were all involved in the process either directly or indirectly.
- *Joint responsibility and involvement* of all participants in the planning process.
- *Transparency of the process* – All the activities in this process were the subject of public discussions and agreements and their results were periodically presented to the Secretary General.
- *The plan is the combination* of the vision, strategic aims, priorities, detailed aims and suggestions for concrete projects regarding the improvement of work and development of the Office.
- *Strategy is a lasting process* – it has to be continuously monitored, changed and adjusted.

The process of formulating the Strategy and the annual plan consisted of a range of correlated steps and phases. Completing one phase meant, and was used for, entering another one. All the phases were coordinated in order to avoid overlapping of activities.

The participants involved in formulating the Strategy and the annual plan were:

- The Secretary General and his deputy
- Working group – a part of the Office, has the leading role in the final formulation of the Strategy and the annual plan. It is in charge of meetings, calling them, making agendas, minutes, drawing up documents which make the plan, etc
- **USAID** – The Programme of Division of Authority – supports the process, advises the participants and assists in creating the final draft of the Strategy.

## ANALYSIS OF THE NATIONAL PARLIAMENT OFFICE (WHO ARE WE AND WHERE ARE WE?)

### 1.1. The Secretariat of the National Parliament

The Office is involved in professional and other activities for the National Parliament, working bodies, members of Parliament, the Chairman, and Vice-Chairman and parliamentary groups in the National Parliament. The employer of the Office is the Republic of Serbia.

The Law on the National Parliament (further referred to as the Law) stipulates the position and jurisdiction of the Office, which is more precisely defined by article 292 of the Rules of the House of the National Parliament. (RS Official Gazette, number 52/2010) The Office also performs certain activities for the Republic Electoral Committee.

In accordance with article 68 paragraphs 2 and 3 of the Law and Article 292 of the Rules of the House, the Secretary General is responsible for the management and work of the Office. The Secretary General takes care of ensuring conditions for the work of members of Parliament, parliamentary groups and working bodies of the National Parliament. The Secretary General is accountable for his work to the National Parliament and the Chairman of the National Parliament.

Apart from the above mentioned activities, the Secretary General is involved in other activities stipulated by the Law, the Rules of the House and other acts of the National Parliament. These are:

- **Planning** – making decisions regarding goals of the Office and the ways they can be achieved (the Strategy, annual development plan, Parliamentary budget, annual work plan, personnel plan, procurement plan...)
- **Organising** – defines the organizational structure of the Office in compliance with the law and acts of the National



Parliament. It defines who will accomplish certain tasks, how the tasks will be accomplished and which resources will be used in the process. It also defines how the communication within the Office is established.

- **Managing** – directs and motivates employees, in order to ensure continuous orientation towards the fulfilment of goals, and
- **Controlling** – measuring and comparison of obtained results with the planned ones, with a possibility to take corrective measures.

The Secretary General makes plans, regulations, decisions, issues orders, instructions and solutions in order to fulfil the above mentioned functions.

The Secretary General has two deputies who assist him in his work.

The deputies are appointed by the National Parliament upon the proposal of the Secretary General with the consent of the Chairman of the National Parliament. Deputies of the Secretary General are accountable to the National Parliament, the Chairman of the National Parliament and the Secretary General.

The organization and work of the Office are defined by the Decision on the Organisation and Work of the Republic of Serbia National Parliament Office and the Rules of the House on the internal organisation and the systematisation of work places (further referred to as *Systematisation*).

The Decision on the Organisation and Work of the Republic of Serbia National Parliament Office is made by the National Parliament upon the suggestion of the Administrative Committee, whereas the systematization is defined by the

Secretary General with the consent of the Administrative Committee.

In compliance with the systematization, act 03 number 02-1729 of 24/7/ 2006, with changes of 28 /10/ 2008, 30/10 2009, and also changes of 17/2/ 2010, 133 working positions have been systematized with 378 employees, distributed in organizational units.

- Office of the Chairman of the National Parliament
- Secretariat of the National Parliament
- Sector for the preparation and processing of the parliamentary sessions
- Sector for the affairs of working bodies
- Sector for the affairs of parliamentary groups
- Sector for international relations
- Sector for the organizational and administrative affairs
- Sector for financial – material affairs and
- Sector for investment – technical and current maintenance

### **1.1.1. Human Resources**

The Human Resources Department within the Secretariat is in charge of all the employees in the Office and it is involved in personnel – administrative affairs, including the compliance with legal regulations and normative acts in the field of working relations. Jobs within the field of Human Resources management have not been included in the description of other managerial working positions in the Office.

The Department has five employees (the Head of the Department, two advisors, one clerk and one typist operator). The description of activities partially coincides with the activities performed in this Department. On the working positions which require a university degree, there are employees with degrees from different faculties, such as the Faculty of Law, Management and the Faculty of Organisational Science (Business Administration). All advisors including the Head of the Department have had trainings in

the field of human resources, while other employees had different kinds of trainings (language and computer courses...)

Within the Human Resources Department there has been integrated a Unit for Risk Management whose competence is safety and protection at work, together with some other activities which, by their nature, are not directly related to the work of this Department.

A modern information system for human resources has not been introduced yet. The personnel software has not been implemented yet and as a consequence there is no data base which could provide the basis which would help manage development of the employees, devise plans, programmes, make reports and analyses in the field of human resources.

#### **1.1.1.1 Organisational Structure and the Employees**

There are 137 working positions for 392 employees defined in the systematization. Out of this number, 239 belong to civil servants and 153 to administration employees. This act has suffered a number of changes which happened in certain periods, which together with some other reasons point to the need to make a new one. Above all, the standards used to establish sectors, departments and units are not equalized with regard to the volume and importance of activities performed. There is an additional specific feature in forming organizational entities in which structures have been connected mechanically, without a justification or practical use of the given solution. For example, in the Human Resources Department there has been systematized a Unit for Risk Management, which should have been integrated in the Sector for Organisational and Administrative Affairs. (fire fighting).

Apart from that, regarding job descriptions and specifications there are obvious:

- Big differences and overlapping
- Orientation towards work processes instead of results

- Inadequate specification (minimal requirements for every working position were given, instead of defining the profile of an employee: necessary qualifications, skills, abilities, personal characteristics, etc.),
- Lack of normative for doing certain jobs, etc...

Organisational structures cannot be static, stable, once defined for all times, because changeable circumstances do not allow that any more. This is a big issue for the Office, bearing in mind the procedure of adopting and changing these Rules of the House. In addition, changes in this sphere often cause fear, insecurity and sometimes even resistance.

Thus the Secretary General has the key task to help accept the change, in other words, to struggle for a more flexible mechanism of adopting/changing this act.

The office employs 337 people, out of whom 85% with permanent employment and 15% with temporary employment, as it can be seen in table number 1.<sup>1</sup> If the systematized number of employees is compared with the current state, it is obvious that not all working positions have been filled. The reasons for this can be found in extremely restrictive recruitment of new employees in the previous period.

Number	1	2	3
	Employees with permanent employment	Employees with temporary employment	
Civil servants with permanent employment	Civil servants with temporary employment	Suspension of the employment	
204+3	171	33	3
Administration employees with permanent employment	Administration employees with temporary employment	Suspension of the employment	
130	123	7	-
$\sum 337+3$	$\sum 294$	$\sum 40$	3

Table number 1

<sup>1</sup> Data on the number of employees – November 2010 and are subject to change

The employees in the Office are either civil servants or administration employees whose work has been regulated by the Law on Civil Servants ("RS Official Gazette", number 79/05, 81/05 – correction 83/05 – correction, 64/07, 64/07- correction, 116/08 and 104/2009). Civil servants are individuals whose working position consists of activities from the scope of the National Parliament, whereas administration employees are individuals whose working position implies technical, extra activities.

The structure regarding qualifications, age and gender has been presented in the following tables:

Ph D	MA	specialist	University degree	Professional College	College	High School	Highly qualified tradesmen	Skill ed apprentice	Manual workers
5	2	1	114	9	9	60	-	2	2
			10	-	4	49	3	20	44
5	2	1	124	9	13	109	3	22	46

Table number 2: Qualification structure

F	M	$\Sigma$	
152	52	204	Civil Servants
86	44	130	Administration employees
238	96	334	$\Sigma 1+2+3$

Table number 3: Gender structure

<b>Age</b>	<b>Total</b>
20-30	58
30-40	87
40-50	66
50-60	113
over 60	10
<b>Σ</b>	<b>334</b>

**Table number 4: Age structure**

The qualification structure, with 40% of highly educated employees is quite satisfactory. The biggest number of these employees have graduated from the Faculty of Law, Faculty of Philology, and the Faculty of Political Science (almost 80%).

On the other hand, this cannot be said about the age structure, having in mind that about 34% of the employed are over 50 years old, and about 14% have already met one of conditions for retirement. (a certain number of organizational parts of the Office could remain without adequate personnel: the preparation of sessions etc, if certain measures are not taken)

#### **1.1.2 Financial- material affairs, payroll and work evaluation**

By passing the law on the National Parliament, the Parliament independently establishes and uses the resources necessary for its activities. The parliamentary budget is a part of the budget of the Republic of Serbia.

The Secretary General prepares the budget proposal in accordance with the Law which defines the budgetary system and the Rules of the House of the National Parliament. The Secretary General is in charge of the use of recourses from the parliamentary budget and is obliged to submit quarterly reports on the use and disposition of resources to the competent parliamentary committee.

The control of budget expenditure is performed by budget inspection and state auditors, and internal control is exerted by the internal auditor in the Parliament.

In the current systematization, the activities related to material and financial matters are performed by the Sector for Financial and Material Affairs with 12 working positions, out of which only two with university degrees. The Sector has a different organizational structure compared to other sectors in the Office: unitary organization, without smaller organizational units (departments, units...) Since the financial independence requires new work organization and new activities in that area, it can be concluded that some are necessary in the Systematisation, as well as adequate human resources, material and financial support.

One of outstanding issues in the Office is the question of salaries due to legal and budget restrictions. If you also add the issue of discretionary authority, the freedom to making decisions regarding bonuses, this means that incentives will still represent one of the questions the Secretary General will be working on intensively.

The staff appraisal has been introduced, it seems, more formally, having in mind that performing it in currently defined salary and career system does not really have much purpose. This practice should be standardized (improve working procedures, standards and normative) and add incentives which are related to some other mechanisms: rewarding, assuming more responsibility, promotion, etc. Otherwise, the working system in the Office will be subject to a destructive process of moral deterioration, no matter how successful the reform may be in the normative part.

#### **1.1.3 Planning and Evaluation**

Regarding the planning function, it can be concluded that the Office has neither had any Strategy nor any serious development plans. Organisational units of the Office (sectors,

departments, units) made their individual plans, mostly annual ones (work plan, procurement plan, plan for professional improvement, etc). In this way, a general plan was not a synthesis of priorities, but a combination of "wishes" of different sectors, departments and units. Even with this practice there were differences: some organizational units planned in advance, some other ones did not show any initiative and there are also those that did not make any plans at all.

Moreover, sectors/departments or units are mainly achieving expected goals, although their results are not measured completely and accurately, and criteria are set only after the work has been completed (instead on the basis of standards defined in advance). As a consequence, evaluation is not a common practice yet, since the mechanisms for assessment of results and activities within the Office are missing and there are certain legal restrictions.

#### **1.1.4 Legal Framework**

##### **A) The Constitution and Laws**

- The Constitution of the Republic of Serbia (Republic of Serbia Official Gazette ("Službeni glasnik") number 11/98/2006);
- Law on the National Parliament (RS Official Gazette number 9/2010);
- Labour Law (RS Official Gazette number 24/2005, 61/2005 and 54/09);
- Law on Civil Servants (RS Official Gazette number 79/2005, 81/2005 correction., 83/2005 corr., 64/2007, 67/2007 corr., 116/2008 and 104/2009);
- Laws on Budget and Budgetary System (RS Official Gazette number 54/2009);
- [Law on the National Bank](#) of Serbia (RS Official Gazette 55/04, 44/10);
- Law on Money Transfers (FRY Official Gazette, number 3/02 and 5/03 and other law Official Gazette, number 43/04, 62/06 and 111/09- other law);
- Law on Foreign Exchange Operations (RS Official Gazette number 62/06);
- Obligatory social security contributions Law (RS Official Gazette number 84/2004, 61/05, 62/06, 7/08, 5/09, 7/09 and 3/10);

- Accounting and Auditing law (RS Official Gazette number 46/06 and 111/09);
- Law on Salaries of civil servants and administration employees (RS Official Gazette, number 62/06, 63/06-and corr. 115/06- and corr., 101/07 and 99/10);
- Law on Salaries of the employed in state servants and government employees (RS Official Gazette 34/01, 62/06 other law, 116/08-other law, 116-other law");
- Law on Health Insurance (RS Official Gazette, number 107/05, 109/05 – and corr. and 106/06);
- Law on Health Protection (RS Official Gazette, 107/05, 72/09- other law and 88/10);
- Law on Personal Data Protection (RS Official Gazette, number 104/09);
- Law on Prevention of Harassment at Work (RS Official Gazette number 36/ 2010);
- Anti-corruption Agency Law (RS Official Gazette, number 97/2008, 53/10);
- Law on State Administration (RS Official Gazette number 79/2005, 101/07 and 95/10);
- Law on General Administrative Procedure (FRY Official Gazette, number 33/97 and 31/01; RS Official Gazette 30/10);
- Law on Administrative Disputes (RS Official Gazette number 111/09);
- Law on Employment and Insurance in case of Unemployment (RS Official Gazette, number 36/09 and 88/10);
- Occupational Safety and Health Law (RS Official Gazette, number 101/05);
- Conciliation and Mediation Law (RS Official Gazette number 125/2004, 104/09);
- Law on Contracts and Torts (SFRY Official Gazette, number 29/78, 39/85, 45/89 and 57/89 and FRY Official Gazette, number 31/93, 22/99 and 44/99);
- Law on Higher Education (RS Official Gazette number 76/2005, 100/07, 97/08 and 44/10);
- Strike Law (FRY Official Gazette, number 29/96 and RS Official Gazette, number 101/05 - др.);
- Law on Electronic Communication (RS Official Gazette, number 45/10);
- Law on Electronic Documents (RS Official Gazette, number 51/09);
- Law on Electronic Signature (RS Official Gazette number 135/2004);

- Law on Archives (FRY Official Gazette number 12/98 and 13/98);
- Law on Free Access to Information of Public Importance (RS Official Gazette, number 120/2004, 54/2007, 104/2009 and 36/2010);
- Law on Volunteering (RS Official Gazette number 36/2010);
- Media Law (RS Official Gazette number 43/2003, 61/05, 71/09 and 89/10);
- Law on Public Procurement (RS Official Gazette, number 116/08);
- Law on Gender Equality (RS Official Gazette, number 104/09);
- Law on the Central Register of Compulsory Health Security (RS Official Gazette, number 30/10);
- Law on Military, Labour and Material Obligation (RS Official Gazette, number 88/09);
- Law on Official Use of Languages and Alphabets (RS Official Gazette, number 45/91, 53/93-other law, 67/93- other law, 48/94-other law, 101/05-other law and 30/10);
- Law on the Protection of Citizens from Exposure to Tobacco Smoke (RS Official Gazette, number 30/10);
- Old Age Pension and Disability Insurance Law (RS Official Gazette, number 34/03, 64/04-YC, 84/04- other law, 85/05-other law, 63/06-Serbian Constitution, 5/09, 107/09 and 101/10);
- Law on the Appearance and Use of the Republic of Serbia Coat-of-Arms, Flag and National Anthem (RS Official Gazette, number 36/09);
- Law on Confidentiality of Data (RS Official Gazette, number 104/09);
- Law on the Prevention of Discrimination Against Disabled Persons (RS Official Gazette, number 33/06);
- Law on Professional Rehabilitation and Employment of Persons with Disabilities (RS Official Gazette, number 36/09);
- Law on Prevention of Conflict of Interest in Discharge of Public Office (RS Official Gazette number 43/04, 97/08) and other. Not valid any more.

## **B) Contracts**

- General collective contract (RS Official Gazette number 50/2008, 104/2008 - Annex I and 8/2009 - Annex II);
- Special collective contract for state organs (RS Official Gazette, number 23/98, 11/09);

## **C) Rules of the House**

- The National Parliament Rules of the House (RS Official Gazette number 52/2g010);

## **D) Regulations**

- Regulation on compensations and other allowances of state organ employees and elected, appointed individuals (RS Official Gazette, 115/07- revised text, 31/08 and 44/08);
- Regulation on principles for internal organisation and systematisation of work places in ministries, special organisations and government offices (RS Official Gazette number 23/06, 81/07, 69/08);
- Regulation on classification of work places and standards for civil servants' job descriptions (RS "Official Gazette" number 117/2005, and 109/09);
- Regulation on classification of jobs of administration employees (RS "Official Gazette" number 5/2006, 30/06);
- Regulation on staff appraisal of civil servants (RS "Official Gazette" number 11/2006, 109/09);
- Regulation on the civil service examination of the employees in state administration organs (RS"Official Gazette" number 80/92 and 62/01);
- Regulation on the preparation of personnel plan in state organs (RS "Official Gazette" number 08/06)
- Regulation on organising internal and public competition for recruitment in state organs (RS "Official Gazzette" , 3/06 and 109/09);
- Regulation on budgetary accounting (RS "Official Gazette", 125/03 and 12/06)
- Regulation on office management of state administration organs (RS "Official Gazette" , number 80/92);
- Regulation on electronic office management of state administration organs (RS "Official Gazette) number 40/10);
- Regulation on categories of file books and periods of their storage (RS "Official Gazette" number 44/93);
- Regulation on obligatory compensation for issuing documents ("RS Official Gazette", number 8/06);
- Regulation on the form for keeping records and the way of keeping records of personal information processing (RS"Official Gazette" number 50/09);

**E) Decisions:**

- Decision on organisation and work of the National Parliament Office ("RS Official Gazette" number 62/06)
- Decision on unitary methodological principles for keeping records in the area of work and forms of declarations and reports ("Сл. лист CPJ", бр. 40/97 и 25/00);
- Decision on unitary methodological principles for keeping registers of beneficiaries of allowances for pensioners and persons with disabilities ("RS Official Gazette", number 118/03, 06/07, 11/07, 51/08, 38/10, 54/10);
- Decision on the use of corporate fixed line and mobile phones of the Republic of Serbia Parliament – Act of the Administrative Board of the RS National Parliament.
- Decision on the internal order in the Serbian National Assembly building – Act of the Administrative Board of the RS National Parliament;
- Decision on the use of parking spaces around the National Assembly Building – Act of the RS Administrative Board

**F) Rules of the House and Instructions**

- Rules of the House of the syllabus of the general part of civil service examination for employees with university and college degrees employed in organs of state administration ("RS Official Gazette number" 42/93);
- Rules of the House of the syllabus of the general part of civil service examination for employees with high school qualifications employed in organs of state administration ("RS Official Gazette number");
- Rules of the House of conduct of employers and employees regarding the prevention and protection from harassment at work ("RS Instructions about the selection of archives, disposal of worthless file materials Official Gazette", number 62/2010);
- Rules of the House of professional competence, knowledge and skills tested in the selection period, the way they are tested and criteria for employment 792 number 06-00-4/2006-01 of 19/07/2006
- Rules of the House of internal organization and systematization of work places in the National Parliament Office, 03 number 02-1729/06 of 24/07/2006, 28/12/2008, 30/09/2009, 17/02/2010 and 20/12/2010;
- Rules of the House of basic principles of work, conduct and dress code of the NP Office employees and people engaged in activities of the National Parliament, Act of the RS National Parliament

Secretary General 03 number 02-299/06 од 14/02/2006 and 20/06/2007;

- Instructions about office management of the organs of state administration ("RS Official Gazette" number 10/93 and 14/93);
- Instructions about the procedure of selection of archives records, disposal of worthless file book records and the procedure of acceptance of archive records ("RS Official Gazette number 47/81);
- Instruction about producing and publishing a newsletter about the activities of a state organ ("RS Official Gazette, number 68/10);
- Instructions on the procedure of processing claims for access to information and implementing measures for promotion of work openness, Act of the Secretary General 03 number 9-16/09 of 08/01/ 2009;
- Instructions about the implementation of Decision on internal order in the National Assembly Building, Act of the RS NP Administrative Board

**G) Conclusions**

- Conclusion of the Government on staffing of positions 05 number 1197909/2006 of 17/08/2006;
- Conclusion of the High civil servant Committee of 10/09/;

**H) Other subordinate acts**

- Unitary methodological rules for the formulation of regulations ("RS Official Gazette" number 21/2010);

The above mentioned outline of legal and subordinate legal frameworks, undoubtedly provide indication of the complexity of Office activities.

**1.1.5. Work space and technical – technological support**

The Office is using a certain number of offices in the House of Representatives (at 13, Nikola Pašić Square/Trg Nikole Pašića 13) and in the building of the National Assembly (at 14, Kralja Milana Street). According to the Lease Contract on the Use of Office Space in the Office Building, at 16, Kralja Milana Street – entrance from 11 Dobrinjska Street, which the National Parliament concluded with the Economic Institute, the National Parliament has been using a certain number of

premises on the ground floor, the mezzanine and the first floor in this building. The House of Representatives spreads on 13,400 m<sup>2</sup>. This building has 100 offices, four committee chambers with complete equipment for conferences, a big and a small hall for plenary sessions.

In the building of the National Parliament at 14, Kralja Milana Street, there are 160 offices, three committee chambers (one on the first, second and fifth floor respectively), one big and one small hall for Parliamentary sessions, the Press hall and the Presidency hall. All halls are air conditioned. There is a library on the first floor of The House of Representatives, spreading on 165m<sup>2</sup>. It has over 60,000 books. Both members of Parliament and employees would agree that in spite of the impressive figures the spatial capacity of the Office is not satisfactory. (The administration has been divided in two buildings, a certain number still does not have adequate work space...)

The National Parliament has analogue switchboard in the building at 14, Kralja Milana Street and a digital switchboard in The House of Representatives, at 13 Nikola Pasic Square, and the joint work of the telephone network is ensured with a new IP switchboard.

The Office has computers and other equipment which has been distributed to organizational units as follows:

<b>Organisational unit</b>	<b>Computer s</b>	<b>Printers</b>	<b>Scanners</b>	<b>Fax machines</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Office of the Chairman of the NP	11	5	-	2
Secretariat	4	5	1	1
Protocol Department	12	7	-	-
Public Relations Department	8	4	-	3
Human resources Department	8	4	-	1
Sector for preparation and processing of sessions	21	16	1	3

Sector for the activities of working bodies	45	25	-	12
Sector for international relations	14	7	-	2
Sector for material – financial affairs	12	9	-	1
Sector for organizational and administrative affairs	76	21	2	8
Sector for technical activities and maintenance	5	3	-	1
Others	4	3	-	2
Journalists	12	2	-	-
Security	5	1	-	1
<b>Σ 2+5</b>	<b>238</b>	<b>113</b>	<b>4</b>	<b>37</b>

The technical-technological support has been significantly improved in comparison to the previous period, but it is still unsatisfactory, having in mind the incompatibility of the equipment, the lack of adequate software, (personnel, records office, archives...) there is no constant UPS on all computers.

## 2. TARGET GROUPS (INTERESTED USERS – INTERESTED MEMBERS OF THE PUBLIC)

The Office has its users and other interested users. The impression they will have of the Office depends on the employees as much as on current social and other circumstances. In stable circumstances, Members of Parliament or an average citizen evaluates it by how professional and efficient the civil servants are, how kind they are while dealing with their documents, pleas, complaints. Finally, they evaluate its work by how much money it spends and how reasonably.

The aim of the Strategy is to respond to the needs, requests and expectations of the Members of Parliament and all other interested parties, which calls for the “translation” of the existing system and organization of the Office into a new better one. Members of Parliament, as elected representatives of the citizens, are key target groups for the Office and it has to protect their interests, which is the purpose of its existence. (its mission).

The future of the Office will be built on these relations, and it is the responsibility of its employees to minimise all negative influences which some target groups can have on the Office, as it is presented in the following tables:

TARGET GROUPS	IMPORTANCE <sup>2</sup>	POWER <sup>3</sup>	INFLUENCE
MPs	5	absolute control	absolute control
Citizens (public opinion)	<b>5</b>	Significant control	Considerable control
Other state organs / organisations	4	Control	Considerable control
International partners	4	Influence	Significant control
Civil sector	4	Influence	Inconsiderate control
Journalists and media	4	Influence	Considerable control
Interns, volunteers	2	Recognition	Little control
Contractual parties/ consultants	3	Influence	Inconsiderable control
Office employees	5	Recognition	Significant control

<sup>2</sup> The level of importance given to interested parties in the Office (very important – 5, important -4, necessary 3, desireble -2, insignificant 1)

<sup>3</sup> Power rating has been divided into three groups: control, influence, recognition, which are further divided into:

- *Absolute control* – the interested user has resources, position, power...
- *Considerable control* - the interested parties have considerable power of influence on the Office
- *Significant control* – the interested party has sufficient power to influence the accomplishment of Office goals;
- *Inconsiderable control* – the interested user has modest possibilities to influence the Office;
- *Little control* – the interested has little possibility to influence the Office
- *Recognition* – the interested party has the least possibility or has no possibility at all to exercise influence on the Office

<b>POSSIBLE POSITIVE IMPACT</b>	<b>POSSIBLE WAYS TO INCREASE THEIR IMPACT</b>	<b>POSSIBLE NEGATIVE IMPACT ON THE OFFICE</b>	<b>POSSIBLE WAYS TO REDUCE THEIR IMPACT</b>
MEMBERS OF PARLIAMENT	<p>More active involvement of the Members of Parliament in the activities of the Office;</p> <p>Providing more detailed information with a view to increasing the level of understanding;</p> <p>More joint activities (joint work on projects, plans, common experiences, contacts...);</p>	OTHER STATE INSTITUTIONS	<p>By establishing partner relations with other state institutions which compete for the same resources and same activities;</p> <p>By identifying new areas for cooperation, connection and partnership;</p>
INTERNATIONAL PARTNERS	<p>Cultivating present and developing future relations;</p> <p>Cultivating partnerships which support mutual interests and have a strategic character;</p> <p>Increased participation on international competitions of foreign donors;</p> <p>Intensified contacts, agreed cooperation and received support;</p> <p>Defined areas for which it is possible to apply;</p> <p>New ideas, assistance in education, material support;</p>	PUBLIC OPINION	<p>The promotion of the Office and its activities with the aim of informing the public about the work results of the Office and the increase in the level of respect and trust of citizens in the work of the Office.</p> <p>Immediate reaction to citizens' complaints increases the credibility of the Office as the institution which takes care of the citizens;</p> <p>The Office acting in the public interest;</p>
INTERNS, VOLUNTEERS	<p>Motivating undergraduates approaching graduation and volunteers for practice/work in the National Parliament;</p> <p>Prospective employees;</p> <p>Change of the image in public;</p>	JOURNALISTS, MEDIA	<p>Promote the means of Office promotion (press releases, press conferences, media conferences, publications, public discussions, round tables...)</p>

### 3. SWOT ANALYSIS

<b>INTERNAL FACTORS</b>	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
	<b>S</b>	<b>W</b>
<b>FROM THE ASPECT OF THE OFFICE</b>	<p>1. Importance, respectability and reputation of the Office;</p> <p>2. Personnel:</p> <ul style="list-style-type: none"> <li>• Commitment in attitudes and in relations, loyalty, zeal;</li> <li>• Experience, tolerance and recognizable practice;</li> <li>• High level of commitment to tasks;</li> <li>• Quality knowledge in certain work areas and competence;</li> <li>• Hidden personnel capacities and new recruitment of quality personnel;</li> <li>• Lower work absenteeism and breach of work discipline;</li> <li>• Introducing the practice of investment in trainings of the employees and members of Parliament;</li> </ul> <p>3. Steady users;</p> <p>4. Financial independence.</p>	<p>1. Unclear strategic direction (the lack of work planning, focus on regular, operational activities);</p> <p>2. Lack of financial resources;</p> <p>3. “Soft” culture (obedience, inflexibility, lower level of trust, attitudes and deformed images (“ it is not applied here”, “it does not apply to us”...))</p> <p>4. Rigid structure (centralization, hierarchy, paper work, formality and inflexibility, complicated procedure for changes, unclear and imprecise job descriptions);</p> <p>5. Personnel: <ul style="list-style-type: none"> <li>• Inadequate: number, age and capacities of employees;</li> <li>• Lack of managerial skills;</li> <li>• Generation gap;</li> <li>• Training for the benefit of one group;</li> <li>• Insufficient exchange of knowledge, experiences and problems;</li> <li>• Successful work of an individual is based on personal motivation, not on the work organization and a system;</li> <li>• Payroll (legal and other restrictions),</li> <li>• The use of wrong parameters for the staff appraisal (all are something “above average”...);</li> <li>• Career stalemate;</li> </ul> </p> <p>6. Space and equipment;</p> <p>7. Expensive technologies;</p> <p>8. Information and communication (insufficient communication among organisational parts of the Office, insufficient communication with members of Parliament, employees have no insight in the attitude of the management, etc...);</p> <p>9. Underdeveloped research data base.</p>

<b>INTERNAL FACTORS</b>	<b>STRENGTHS S</b>	<b>WEAKNESSES W</b>
<b>FROM THE ASPECT OF MEMBERS OF PARLIAMENT</b>	<p>1. Members of Parliament and the employed in the Parliament – unity,</p> <ul style="list-style-type: none"> <li>• Readiness of members of Parliament to participate in the strategic reform of the Office (advisory function, etc);</li> <li>• Bigger mutual understanding;</li> <li>• A bigger number of clerks at disposal to members of Parliament ;</li> <li>• More comparative analyses of laws, quality and precise information and research for the needs of members of Parliament;;</li> <li>• Integration of Members of Parliament in the system of permanent training provided in the Office;</li> </ul> <p>2. Providing additional services;</p> <p>3. Implementation of highest ethical standards at work and new organizational structure;</p> <p>4. Depolitisation (new work procedures in accordance to international standards ISO whose implementation will be sacrosanct and to which the members of Parliament will not be able to exert any kind of political influence);</p> <p>5. Openness of the Office for new information and new viewpoints, openness towards the freedom of opinion and speech so the creativity and knowledge of the employees could be demonstrated;</p> <p>6. Increase the level of competence, motivation and responsibility of the employees (objective criteria for selection of personnel – according to abilities);</p> <p>7. New methods in Office management,</p> <p>8. New technologies and promotion of work process;</p>	<p>1. Unclear aims, weak planning:        • delays, constant change of plans, unrealistic approach in devising plans and standards;</p> <p>• too much material, delaying and; procrastination</p> <p>• middle management insufficiently qualified to eliminate useless activities;</p> <p>2. Insufficient professional assistance to members of Parliament in the preparatory work phase (comparative analyses, quality information);</p> <p>3. Motivation of the employees is uneven (certain jobs are not adequately paid, uninteresting jobs...);</p> <p>4. Inconsistent work roles, overlapping of functions, imprecisely defined work roles, etc.;</p> <p>5. Influence of politics;</p> <p>6. Insufficient team work and insufficient involvement of Members of Parliament in the activities of the Office;</p> <p>7. Inadequate working conditions,</p> <p>8. Information (access to information and information sharing, incomplete or insufficient information, no feedback, “information filtering” - to make it attractive to Members of Parliament (saying what other people want to hear from them), communicative incompetence,</p> <p>9. Lack of presentation skills of the employees;</p>

<b>EXTERNAL FACTORS - OPPORTUNITIES - O</b>	<b>(INTERNAL STRENGTHS – EXTERNAL WEAKNESSES)</b>	<b>(INTERNAL WEAKNESSES - EXTERNAL OPPORTUNITIES)</b>
<ul style="list-style-type: none"> <li>• Financial independence of the National Parliament;</li> <li>• Increase in the volume of work and introduction of new services;</li> <li>• Weak or no competition at all;</li> <li>• Stable environment;</li> <li>• Stronger horizontal connections with other state organs;</li> <li>• New legal regulations;</li> <li>• Prominent support of key donors, international organizations and NGOs;</li> <li>• Interest of foreign partners;</li> <li>• EU perspective and funds.</li> </ul>	<p>The Office will constantly increase the quality of services and its efficiency through partner relations with members of Parliament, other state organs and organizations, non-government sector and with the support of international organizations.</p> <p>The office will establish partner relations with other state institutions which compete for the same resources and same activities.</p>	<p>Support of international organizations (donations) for IT development and – E Parliament;</p> <p>Application for development projects for the purpose of receiving assets for the promotion of the Office capacity.</p>
<b>THREATS - T</b>	<b>(INTERNAL STRENGTHS - EXTERNAL THREATS)</b>	<b>(INTERNAL WEAKNESSES – EXTERNAL THREATS)</b>
<ul style="list-style-type: none"> <li>• Insecure, unfavourable or changeable institutional, economic, social and political environment;</li> <li>• Restrictive policy (reduced budget);</li> <li>• Political conflicts and negative overall atmosphere, frequent changes of Secretary Generals, weakening and withdrawal.....)</li> <li>• Pressure to keep the present state of affairs;</li> <li>• Legal restrictions;</li> <li>• Donors' withdrawal from Serbia;</li> <li>• State institutions which compete for the same resources and activities.</li> </ul>	<p>Mobilisation of internal resources: with constant improvement of members of Parliament and employees, upgrade the capacities of the Office which address the needs of and expectations of citizens: protection of citizens' rights and responsible approach to the performance of public affairs;</p> <p>Change in organisational structure can help the Office to fulfil its potential and values it has. The organisation must pave the way to knowledge and innovations, relying on external knowledge, individuals, educational institutions, foreign experts.</p>	<p>By supporting the mission and the vision the office will retain and safeguard human potential, increase their motivation, job satisfaction and commitment to further development.</p>

## **4. MISSION**

The Office of the National Parliament performs the activities in a professional, impartial, efficient and politically neutral way as defined by article 68 of the Law on the National Parliament and article 292 of the Rules of the House of the National Parliament, as follows:

- It participates in the preparation and organization of sessions of the National Parliament and its working bodies and makes reports, minutes and shorthand reports of these sessions;
- Writes texts of passed laws and other general acts, for their publishing.
- Prepares and keeps legal sources and other general acts passed by the National Parliament;
- Prepares the projection of necessary resources for a certain competent working body;
- Performs professional and other activities related to the international parliamentary cooperation;
- Prepares proposals for acts and other materials, upon the request of the members of the parliament and the working bodies of the National Parliament ;
- Gives oral and written opinions about the issues from the jurisdiction of the National Parliament, upon the request of the members of the parliament, working bodies of the National Parliament and parliamentary groups in the National Parliament
- Forwards petitions and proposals to the competent organ upon the request of the competent committee and informs their claimant about it
- Collects, processes, keeps and provides for use and exchange information and documents necessary for the work of the members of Parliament, working bodies of the National Parliament and parliamentary groups in the National Parliament,
- Organizes cooperation with media representatives and ensures conditions for their work;

- Performs activities regarding the setting off status and material rights to the advantage of the members of Parliament;
- Edits and publishes relevant publications
- Performs office jobs, accounting, material – financial and administrative – technical activities;
- Performs other activities, in accordance with the Law, the Rules of the House and other acts of the National Parliament and its working bodies;



*The mission of the Office is to perform its activities in a professional, competent, impartial, efficient and politically neutral way to meet the needs of the National Parliament, its working bodies, Members of Parliament, the Chairman and Vice-Chairman of the National Parliament and NP parliamentary groups, with the purpose of exercising the jurisdiction of the National Parliament.*

*Performing professional and other activities for the needs of MPs is in the interest of more quality work of the National Parliament and development of parliamentary democracy, as well as for the benefit of all the citizens.*

## **WHERE DO WE WANT TO BE?**



### **1. VISION AND VALUES FOR THE ACCOMPLISHMENT OF THE VISION**

*The vision of the Office is to constantly build up its reputation and upgrade its activity by performing activities at a high level of professionalism, organization and efficacy and by implementing the standards of the best parliamentary practices.*

In the process of accomplishing the vision, the Office will promote the following values:

#### **(1) Responsibility**

- We have a responsible approach to the work we do, to ourselves, the state, members of Parliament, colleagues, donors and other interested (users parties);
- We accept tasks and challenges and assume responsibility to accomplish them successfully;
- We are focused on the solutions and improvement of results, not on the problems;
- We assume responsibility for our own success, as well as for our own mistakes;
- We are ready to make decisions and assume responsibility for risks.

#### **(2) Commitment**

- We spend our time effectively, meet deadlines, respect working hours;
- We are ready to work overtime, without calculating and measuring;
- We take care of the importance of the National Parliament and work accordingly;
- We have an active attitude against molesting, violence, discrimination, inequality and corruption;

- We constantly set ourselves higher aims and work out short – term and long –term plans;
- The members of Parliament come first, but we also think about other users;
- We take care of the property/work space of the Office.

#### **(3) Professionalism and competence**

- We insist on high standards in the performance of business activities;
- Competence is an imperative;
- We are always inclined to developing and finding new and better methods, procedures and technologies for the successful performance of business activities;
- We base our decisions on facts;
- We are committed to meeting the expectations of Members of the Parliament and other interested users;
- We overcome obstacles at work caused by the lack of time, resources or complex and demanding circumstances;
- We use the knowledge and experience from past situations in order to solve problems in the present time successfully;
- We have a positive and enthusiastic approach to our work;

**(4) Teamwork / cooperation**

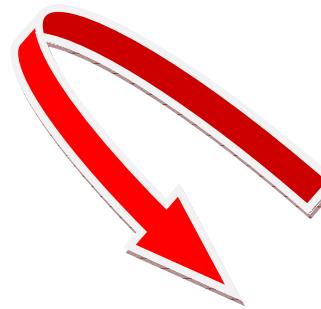
- We place the interests of team, department, sector, the Office above personal interests;
- We communicate regularly and openly with team members. We support, motivate, encourage and listen to each other.
- We have a right to make mistakes, but not to repeat them – we have a right to point to mistakes and to be told when we are wrong.
- The contribution of all the employees is crucial for successful planning and accomplishment of common goal, with respect for different opinions and approaches in problem solving activities;
- We believe that quality teamwork exceeds individual achievements without diminishing the importance of individual results.

**(5) Open communication / Sincerity**

- We are open for changes, new knowledge, experiences, technologies, requirements and realization of ideas;
- We are open for new members, volunteers, interns, associates;
- We are creating an environment in which everybody can freely pass their opinions, needs and problems and emphasise what is important.
- We accept differences and there must not be any racial, national, religious, sexual or any other discriminative acts;
- We openly react to any kind of violation of rights and values;
- We develop open communication and the atmosphere in which presenting original ideas and solving problems in creative way is appreciated;
- We make effort to communicate clearly, openly and consistently between each other.
- We do our best to inform our colleagues adequately, objectively and timely about all the issues and problems which regard them, in order to help them be more successful at work.

**(6) Respect**

- We insist on high ethical and moral standards in relations with colleagues, members of Parliament, other users and external public;
- We cultivate fair, sincere and harmonious relations;
- We treat our colleagues with equal respect and consideration, regardless of their position, gender, age and experience;
- We communicate with our colleagues kindly and politely, encouraging everyone to pass their opinions and ideas.
- We show respect through constant communication; listening to interlocutors and analyzing their attitudes before giving replies and suggesting activities;



## 2. GENERAL STRATEGIC AIMS FOR THE PERIOD 2011 – 2015 (priorities)

<b>STRATEGIC AIMS</b>	<b>ACTIVITIES AND PROJECTS</b>
<p><b>STRATEGIC AIM 1:</b></p> <p><b>IMPROVING THE QUALITY OF WORK AND EFFICIENCY OF THE SERVICE THE OFFICE PROVIDES TO MEMBERS OF PARLIAMENT</b></p> <p>The Office needs to put in considerable effort in order to ensure high quality professional assistance and adequate technical support to members of Parliament for activities from their area of competence stipulated by the Constitution. The Office will improve the quality of its business activity by implementing a process approach in its work and promoting the quality in all the parts and segments of the Office work in order to increase awareness, motivation and disposal of human resources.</p> <p><b>Operational aim:</b></p> <p>Releasing the Office from unnecessary and same activities which are performed on several places and focusing on key activities and priorities.</p> <p>Earning and developing business trust in the Office by members of Parliament and other interested parties.</p> <p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>• Improved quality of work and processes;</li> <li>• More efficient work of the National Parliament, committees, working bodies...;</li> <li>• More efficient work and more substantial contribution of the employees in the Office;</li> <li>• More functional, flexible and economical organisational structures;</li> <li>• Improved normative acts and procedures;</li> </ul> <p>Improved volume and quality of research and information necessary to members of Parliament; etc.</p>	<p><b>Key activities:</b></p> <p>1.1. Promoting long – term planning and work technology (ISO 9001:2008)      1.2. Development, adaptation and changes of organizational structures (making the work organization more economical, functional and efficient, performing a clear division of authority and establishing mechanisms of coordination of reformation activities in all organizational parts of the Office);      1.3. Carry out functional analyses so as to identify a need for organizational changes;      1.4. Ensure working positions to be filled with qualified personnel in accordance with priorities, the foreseen volume of work and activities of the National Parliament;      1.5. Improve the quality of normative acts and procedures;      1.6. Improve information research activity, as a professional support for parliamentary groups and working bodies;      1.7. Improve the quality of working conditions for Office activities (work space, quality and furnishing of the work space, adequate staffing of the office, etc...)</p> <p><b>Projects:</b></p> <p><b>Project number 1: Introduction of quality standards ISO 9001:2008</b></p> <p><i>Short description of the project:</i> In order to function more efficiently, the Office will have to identify numerous, correlated and interacting procedures and processes. In other words, it will have to change and improve the quality of work constantly. System identification of procedures and processes ("how the work is done and how it will be done") and ("what will be done") is the purpose of introduction of quality standards ISO 9001:2008.</p> <p><i>Expected results:</i> Promoting, determining and maintaining the quality of professional activities in the Office and increased work efficiency.</p> <p><i>Realization time:</i> during 2011</p> <p><i>Main risks:</i> Superficial approach to the introduction of quality standards (the certificate being more important than the process itself and system sustainability) and the lack of understanding, common when novelties are being introduced.</p> <p><i>Necessary financial resources:</i> Donation</p>

<p><b>STRATEGIC AIM 2:</b></p> <p><b>DEVELOPMENT AND PROMOTION OF HUMAN RESOURCES MANAGEMENT</b></p> <p>The employees see their existence and an opportunity for personal and professional fulfilment in the Office and expect confirmation for accomplished results and equal opportunities for development and promotion. In order to accomplish this, the Office needs a developed system of human resources management based on modern standards, criteria and procedures for employment, selection, training and advancement in professional career.</p> <p>In the forthcoming period the focus of the development of human resources will be on creating the most quality civil servants (and employees), so as to the Office could achieve its work goals and realize its maximal potential.</p> <p><b>Operational goal:</b></p> <p>The result of this goal should be more quality engagement and more efficient work of all the people employed in the Office.</p> <p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>• Improved productivity and efficiency of the people employed in the Office;</li> <li>• Increased working efficiency both at the individual and organizational level – identification of individual goals and goals of the Office;</li> <li>• Professionalization of the employees</li> </ul>	<p><b>Key activities:</b></p> <ol style="list-style-type: none"> <li>1.1 Expand job descriptions (development planning, programming and projecting);</li> <li>1.2 Develop capacities for analysis (teams for strategy implementation, institutionalized horizontal communication, teamwork, reporting using new methods, solutions in practice...);</li> <li>1.3 Improve policies and procedures (recruitment, selection, socialisation, promotion...);</li> <li>1.4 Develop strategy for employment and development of human resources, expand the number of plans;</li> <li>1.5 Develop and realise procedures for crucial processes in human resources management and revise them regularly;</li> <li>1.6 Expand administrative capacities – all formal and informal forms of education and learning, exchange of information, experiences and knowledge, professional support, informing and counselling;</li> <li>1.7 Develop capacities for management of risks and changes, team, quality and project management;</li> <li>1.8 Establish personnel information system;</li> <li>1.9 Better management of work efficiency (motivation, salaries, bonuses, evaluation of work results);</li> </ol> <p><b>Projects:</b></p> <p><b>Project number 1: Implementation of personnel information system</b></p> <p><i>Short description of the project:</i> Personnel information system should connect all factors of human resources management and as such, it should ensure necessary data for personnel planning and management of personnel processes. In other words, it should act as a feedback in one continuous process. Moreover, successful communication which would be ensured in this way ought to enable faster completion of work activities, faster harmonization with EU standards, faster reaction to identified, faster and better informing, more efficient business which is a condition for favourable positioning of the Office in public.</p> <p><i>Expected results:</i> more efficient informing, more rational engagement of the employed and the working time, more efficient decision making, etc..</p> <p><i>Realisation time:</i> 2011</p> <p><i>Main risks:</i> adjustment of the employed to new working methods, lack of strategic approach in the field of human resources management;</p> <p><i>Necessary financial resources:</i> Donation</p>
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**STRATEGIC AIM 3:****INTENSIFYING FINANCIAL FUNCTION, PLANNING,  
PROGRAMMING, ANALYSIS, PROCUREMENT,  
REPORTING AND BUDGET SUPERVISION**

Financial independence of the National Parliament has been ensured by passing the Law on the National Parliament, according to which the National Parliament draws up its own budget, whose execution will be supervised by the internal auditor. It is the first time that has been allocated its own budget, which a part of the budget of the Republic of Serbia. This implies a range of changes which the Office will have to make.

*Operational goal:*

- Sufficient amount of financial resources;
- More responsible spending of financial resources,
- Introduced system of internal auditing.

*Expected results:*

- Responsible (Accountable) financial management;
- Optimal organizational structure and full personnel capacity (employment)
- Established unit for internal auditing;
- Special procedures and instructions should be developed (improved communication among parliamentary groups, working bodies and the Office) in order to make agreements on priorities for future budgets;
- System of internal control should be established as a contribution to methodical, ethical and efficient functioning of a relevant office.

***Key activities:***

- 3.1. Establish a new organizational structure and ensure full employment capacity;
- 3.2. Introduce the system of internal audit, as a system of internal financial control.
- 3.3. Devise and adopt a code of ethics of the internal auditor and a Book of Regulations regarding internal control and internal audit.
- 3.4. Provide training for the internal auditor and for all the employed for new tasks;
- 3.5. Devise new internal acts regarding internal control for a budget period in different, and especially risky areas of work (business trips, use of cars, small purchases, etc);
- 3.6. Develop and provide documents for a special procedure concerning the preparation of platform and final budget proposal for an upcoming period;
- 3.7. Upgrade software for financial - material activities;

**STRATEGIC AIM 4:****DEVELOPMENT OF INTERNATIONAL COOPERATION**

Extension of a legislative reform is a basic presumption for the reformation of all social segments even the promotion of international cooperation. Moreover, synchronising legislation is one of conditions for Serbian accession to EU. A prerequisite for accomplishment of this condition is a more efficient synchronisation of laws with European legal traditions and standards of the EC. It also implies complying with obligations prescribed by The National Programme for European Integrations (NPI), adoption of laws and subordinate regulations, as well as fulfilling all the obligations assumed by the ratification of the Stability and Accession Act and accepting recommendations from the EC Annual Report and European partnership.

For the purpose of more intensive involvement of the Service into European international integrations, the process of strengthening capacities, above all human resources, for the activities regarding international cooperation will be continued. It is necessary to further develop special training programmes and achieve higher and (more even) involvement of the employed in trainings. In addition, it is necessary to continue adopting general positive parliamentary practice and tested working methods through international partnerships and fulfilment of the obligations of the National Parliament for the accession of the Republic of Serbia to the EU.

**Operational aim:**

- Ensuring conditions for promoting unhindered international cooperation of the National Parliament;
- Development of a normative framework harmonized with international standards and regulations;
- Greater involvement of the Office in European and international integration processes;

**Expected results:**

- Contribution to a greater participation of National Parliament representatives in international affairs in accordance with established priorities of Republic of Serbia foreign policy;
- Intensifying the personnel capacity in the Department for European Integrations;More efficient informing and training of all the employees dealing with the primary activity of the NP with the process of European integrations, European values and standards of introduction and implementation of EU regulations;
- Contribution to more efficient harmonization of national legislation with European regulations, with a possibility of introducing efficient parliamentary control;
- Contribution to fulfilment of the obligations the National Parliament has regarding the accession of the Republic of Serbia to the EU;
- Contribution to the promotion of bilateral and multilateral parliamentary cooperation.

**Key activities:**

- 4.1. Intensifying activities connected to the process of European integrations;
- 4.2. Developing normative framework harmonized with the international standards and regulations;
- 4.3. Making contribution to the promotion of cooperation with EU institutions;
- 4.4. Improving knowledge of the EU and the process of European integrations;
- 4.5. Making contribution to the development and intensification of bilateral contacts with parliaments of other countries;
- 4.7. Intensifying activities of permanent delegations of the NP in international parliamentary institutions ,
- 4.8. Promoting cooperation with missions of international and European organizations in the process of the fulfilment of the National Parliament role;
- 4.9. Investigating and providing opportunities for further promotion of all forms of international cooperation;

<p><b>STRATEGIC AIM 5:</b></p> <p><b>OFFICE MODERNISATION</b></p> <p>The Administrative Board of the National Parliament has decided to plan a project of intensifying the supervising function of the National Parliament by means of introducing "e – parliament". For the purpose of this project, it is necessary to ensure continual computerization of the National Parliament and the Office, automation of all key procedures and training of members of Parliament and the employed for the use of potentials which IT solutions, telecommunications and electronic systems offer. This aim requires a range of activities, such as investing in IT infrastructure, improving the computer literacy of the users and further procurement of IT equipment.</p> <p>In order to use the resources in the best way it is necessary to make a detailed plan of activities for each of the segments of computerization, installation of new telecommunication and electronic equipment.</p> <p><b>Operational aim:</b></p> <p>Achieving this aim would ensure conditions for the creation of a comprehensive information, telecommunication and electronic system within the National Parliament and the Office.</p> <p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>• Intensifying the supervising function and transparency in the activities of the National Parliament;</li> <li>• Increasing efficiency and quality of work;</li> <li>• Rationalisation (lower costs)</li> <li>• Satisfactory level of work automation within the Office;</li> <li>• Automated system for managing common functions, for instance: an automated system of document management, actually the automation of the flow of documents which are by all means represent the biggest segment of Office activities;</li> </ul>	<p><b>Key activities:</b></p> <p>5.1. Upgrade Information ,telecommunication and electronic systems;      5.2. Computerise the library, records' office, archives;      5.3. E – parliament;      5.4. Capital and current maintenance of the building and the equipment;</p> <p><b>Projects:</b></p> <p><b>Project number 1: Introduction of a parliamentary TV channel</b>  <i>Short description of the project:</i> Starting from numerous problems in the previous period regarding broadcasting of sessions, introducing a TV parliamentary channel would ensure not only technical support but also openness in the work of the National Parliament which is one of the biggest accomplishments of parliamentarism and democracy;  <i>Expected results:</i> more efficient solution of problems regarding TV broadcasting; openness in the work of the National Parliament and committees, lower broadcasting costs;  <i>Realisation time :</i> <b>2012 – 2015</b>  <i>Main risks:</i> legal restrictions, insufficient financial resources, no consent given, slow change of legal regulations, etc.  <i>Necessary financial resources:</i> <b>Donation/Republic of Serbia budget</b></p> <p><b>Project number 2:</b>  <i>Short description of the project:</i> This project implies a system of centralised supervision and management of technical systems  <i>Expected results:</i> high efficiency of preventive maintenance of the system and elimination of malfunctions  <i>Realisation time:</i> <b>December 2011</b>  <i>Main risks:</i> lack of financial resources;  <i>Necessary financial resources:</i> The budget of the RS National Parliament</p> <p><b>Project number 3: Introduction of special purpose electronic system</b>  <i>Short description of the project:</i> This project implies the introduction of a system for video surveillance of the building of the House of Representatives, the access control and card control of stay and work of the employees  <i>Expected results:</i> more efficient work of Security Department and the Office  <i>Realisation time:</i> <b>December 2011</b>  <i>Main risks:</i> lack of financial resources  <i>Necessary financial resources:</i> Republic of Serbia Budget</p> <p><b>Project number 4:</b>  <i>Short description of the project:</i> This project would increase the work efficiency of the National Parliament, reinforce the supervising function and work transparency. It would reduce the costs of printing materials. With the introduction of E - parliament the citizens will have an opportunity to watch processes in the National Parliament starting from session preparation to passing laws, and later their implementation.  <i>Expected results:</i> More efficient, transparent and rational work of the National Parliament;  <i>Realisation time:</i> <b>end of 2011 – 2015</b>  <i>Main risks:</i> insufficient readiness of the Office for the realisation of the project (no organisational and expert preparations made)  <i>Necessary financial resources:</i> <b>Donation</b></p>
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**Strategic aim 6:****DEVELOPMENT AND PROMOTION OF COMMUNICATION AND INFORMATION ACTIVITY**

The success and work of the National Parliament increasingly depend on the capacity of the institution to meet the expectations of the citizens. Moreover, it is expected to provide fast, convincing and clear explanations for the adopted solutions. For this reason, efficient communication is a key factor in creating the trustworthy National Parliament which should perform its duties and at the same time be completely accountable to citizens.

The success and work of the Office equally depend on the internal and external communication. Besides satisfying the need of members of Parliament to receive timely and adequate information, improved internal communications should enable the employees to get a clear picture about aims and priorities. Thus they would be involved in the decision making process which directly contributes to higher motivation and affection of the employees to the Office.

**Operational aim:****More efficient and quality contribution of all the employees in the Office;****Expected results:**

- Improved internal and external communication;
- Higher productivity and efficiency of the employees in the Office;
- Increased work efficiency both at the individual and organisational level – identification of individual and Office aims;
- Higher work motivation
- Professionalization of the employees.

**Key activities:**

- 6.1. Improve external communication and establish proactive relations with the media;
- 6.2. Establish new procedures / accreditation procedure of the parliamentary reporters and improve their working conditions by acquiring additional equipment, providing training, etc;
- 6.3. Find and provide conditions for different kinds of contacts between members of Parliament and citizens;
- 6.4. Improve internal communication (by introducing internal newsletter for the employees, electronic boards, increasing the number of users of electronic press clipping , introducing agency news, etc.);
- 6.5. Improve electronic communication and exchange of information within the Office.

**Projects:****Project number 1: Creation and implementation of a new NP web site**

*Expected results:* Increase in the number of information about the National Parliament and its activities, better quality and contents of information, attracting new target groups, especially young people, etc.

*Realisation time:* second quarter of 2011

*Main risks:* No risks

*Necessary financial resources:* Donation

### **3. PRIORITIES**

#### **3.1. Institutional reinforcement of the Service**

Institutional reinforcement of the Service through the increase in transparency and recognition of the Service, promotion of cooperation and contacts with members of Parliament and other key users, creation and reinforcement of capacities (human resources, work organisation, technical support) through different mutual long-term programmes.

- 1.1. Clear definition and simplification of managerial and organisational structure, precise division of roles and responsibilities, maximum employment of human, organisational and programme structure;
- 1.2. Promotion of cooperation within the Office, mutual consideration and respect, intensification of communication, provision and exchange of information.
- 1.3. Upgrade of the Office capacity through in-house trainings, external workshops and project realisation;
- 1.4. Redefining of the existing legal documents and acts.

#### **3.2. Promotion of the Rule of Law**

The Rule of Law in a democratic society does not only imply the existence of a formal legal framework, but also suggests the recognition and respect for the highest values of individuals by the society.

This requires constant development of the idea about the need, protection and promotion of human rights and freedoms. This aim includes the following sub-goals:

- 2.1. Social and economic integration of all the employees;
- 2.2. Conflict transformation – conflict management, development of positive models of communication;
- 2.3. Promoting free access to information as a necessary condition for the work of the Office;

#### **3.3. Support to EU integration processes**

- 3.1. Approaching the idea of EU to all the employees by promoting basic principles and postulates that EU is based on, and which above all implies a dialogue, respect of human rights, liberalisation, creation of and respect for institutions, pluralism, open society, diversity...;
- 3.2. EU can be brought closer to the employees by providing practical information and clarification of mechanisms that EU functions on.
- 3.3. Promoting adoption of the European model, values and principles in parliamentary practice.

#### **3.4. Improving the quality of service and efficiency**

The quality of professional, politically neutral services which civil servants and administration employees will improve by implementing the long – term development plan regarding all existing and interested users - having in mind the work process, innovative work organisation of the Service, modern technologies implemented, educated, professional, respectable and committed human resources who comply with the ethical code and the code of political neutrality.













## **HOW SHALL WE GET THERE?**

### **1. STRATEGY IMPLEMENTATION**

The strategy and elaboration of aims at an annual level – are the first steps in the process of establishing the monitoring plan. Moreover, an adequate definition of aims is necessary to enable result monitoring and evaluation. Monitoring should provide indications of result achievement or the lack of it to those who are directly managing and other employees. The evaluation should provide systematic and objective assessment of progress towards achievement of final results.

Strategic aims, priorities and projects identified in this document, have to be transformed into annual work plans for all the organisational units and employees of the Office.

The Secretary General will make Instructions for Strategic, annual and budget planning which will be completed with this document and annual plan within one month from the making a long – term development plan of the Office.

The process of Strategy realisation should accomplish two basic purposes:

- The need to define the system (mechanism) which will be used to collect data about result indicators connected with every strategic aim
- Progress monitoring of all activities defined as priorities in 2011, in other words, introducing the system of monitoring and evaluation.

The Secretary General will monitor the implementation of the Strategy in time intervals, quarterly and annually in compliance with the elements of the annual plan.

The Secretary General will also establish informal ways of reporting by holding working meetings.

Sector executives/heads of departments/chairmen of working groups and other people in charge will submit quarterly reports on achieved results or noticed problems to

the Deputy to the Secretary General. Quarterly reports will be submitted until the fifth working day of the following month after the quarterly has expired. The annual report will be submitted every year until January 15<sup>th</sup> for the previous year.

On the basis of the annual report from the previous paragraph which will be prepared by the Deputy of the Secretary General, the Secretary General will make evaluation and, if necessary, suggest revising of the Strategic plan in order to promote its efficiency and sustainability.

Evaluation will be made regularly, once a year, using the quarterly reports as the basic source of data.

### **2. PREREQUISITES FOR SUCCESS**

In the first chapter, context and SWOT analysis, threats and weaknesses, the following key words have been emphasised:

- Consensus
- Commitment
- Dedication
- Motivation
- Concentration
- Capacity
- Knowledge
- Support
- Resources
- Culture

The Secretary General and the employees are obliged to manage all the conditions and successfully execute the strategy for the benefit of all its employees, members of parliament, citizens and other interested members of the public.

NATIONAL ASSEMBLY SECRETARIAT: Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
1. <b>Establish planning function</b>	1.1. Systematise, or establish by decision a multidisciplinary group for planning (team of experts from different areas of work);	Drafting plans ranging from multi-annual developmental plans through annual to project plans;  Better understanding of needs and expectations of MPs and other beneficiaries  National Assembly competences more efficiently exercised;	Secretary General	Sector Directors, Head/Human Resources Department /Working group	Budget, donation	By June 2011	Systematised organisational unit /work post/working team established
	1.2. Business planning in priority areas of work;	More efficient change planning and drafting high quality plans;  More efficient and effective organisation of work;  Cost reduction;  Better utilisation of human and other resources;  More efficient supervision and control;  Full responsibility for the process;  Relatively high level of team work;	Secretary General	Sector Directors, Heads of Departments/ Section Leaders / Working group		June 2011 and on	Number of plans issued: Multi-annual and annual plans;  Budget;  Organisational and structural plans (HR plan, education plan, procurement plan, communication plans...);  Evaluation plans;  Reports on their acceptability and practicability;  Evaluation and number of adjustments;

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>2.</b> <b>Introduce ISO 9001:2008 quality standard</b>	2.1. Make decision on introducing quality standard and define terms of reference	Change in outlook – from reactive to proactive approach aimed at identifying potential causes of problems and their prevention;  -Established and/or strengthened business trust;  -Improved quality of services and processes;  -Better information processing and delivery;  Self-evaluation tool	Secretary General/ Deputy Secretary General	Sector Directors/Heads of Departments/Working group	Donation	2011 Q1	Decision made
	2.2. Establish committee / group for quality;	Decision issued	Secretary General	Head of Human Resources Department	-	2011 Q1	Decision on establishing committee / working group for quality
	2.3. Selection of external experts (consultants) for support and donors	Consulting company selected (donation)	Secretary General	Deputy Secretary General	-	2011 Q1	Agreement on providing consulting services (donation)
	2.4. Provide material and human resources (donors for standards implementation);	Provide donor / funds;	Secretary General	Deputy Secretary General	-	2011 Q1	Donor /funds provided

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	2.5. Education and training on quality methods and tools;	Learning about the requirements of ISO 9001:2008 standard, methodology of project implementation, establishment of quality management system and other trainings related to implementation of standards);  Understanding quality standard;	Secretary General/ Deputy Secretary General/ Consulting company - donor	Working group in cooperation with Sector Directors /Department Heads/ Section Leaders	Donation	Continually, in all phases of introducing quality system;	-Number and content of trainings and number of employees involved;  -Readiness to start the process of establishing quality standard;
	2.6. Define quality policy and Rulebook on Quality in line with the multi-annual plan for development of NARS Service;	Commitment of top administrators for establishing quality goals and orientation to MPs and other users of services of NARS Service;	Secretary General/ Deputy Secretary General	Working group in cooperation with Sector Directors /Department Heads/ Section Leaders	-	2011 Q2/Q3	-Completed review of omissions, errors and their impact on reliability and functionality of work process;  -Recommendation made;  Implementation of standards documented,  Rulebook adopted

<b>NATIONAL ASSEMBLY SECRETARIAT:</b> <b>Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department</b>							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	2.7. Define procedures;	Defining needs for procedures (e.g.: legislative procedures; work of committees and commissions; preparing budget and its implementation; tenders; office work, etc.)  Verify whether employees carry out their activities in the manner defined by documented procedures of quality system;	Secretary General/ Deputy Secretary General	Working group in cooperation with Sector Directors /Department Heads/ Section Leaders	-	Q4	Defined and documented procedures
	2.8. Certification (internal)  Internal verification of quality standard introduced  Training of internal verifiers	Verification of quality system documentation;  Overall review of quality system implementation;  A number of civil servants trained for positions of internal verifiers	Secretary General/ Deputy Secretary General  Secretary General/ Consulting company – donor	Working group in cooperation with Sector Directors /Department Heads/ Section Leaders  Civil servants designated as internal verifiers	-  NARS Budget (or donation)	Q4 and on  Q4	Reports, reviews  Number of trainings and number of civil servants included in trainings

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	2.9. External certification	Procedure of obtaining certificates	Certification body	Secretary General, Working group in cooperation with Sector Directors /Department Heads/ Section Leaders	Budget NS (or donation)	Q4	Certificate obtained
	2.10. Maintain and develop quality standard	Verifying quality system; Constant promotion	Secretary General Deputy Secretary General, Certification body	Working group in cooperation with Sector Directors /Department Heads/ Section Leaders	-	Periodical Continual	Internal verification of certification body
<b>3.</b> <b>Issue Rulebook on internal organisation and job classification – systematisation (hereinafter: Systematisation)</b>	3.1. Issue a decision on establishing a working group for preparing Systematisation	Working group established	Secretary General	Head of Human Resources Department	-	Immediately on issuing Decision on Organisation of work...	Decision, Working group members informed

<b>NATIONAL ASSEMBLY SECRETARIAT:</b> <b>Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department</b>							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	<p>3.2.</p> <p>Analyse organizational parts of NARS Service / jobs or positions (terms of reference and specifications);</p> <ul style="list-style-type: none"> <li>-Analysis of responsibilities and competences;</li> <li>- Analysis of optimisation of number /size of sectors, departments, sections;</li> <li>- Analysis of terms of reference and specifications;</li> <li>-Working group positions aligned</li> </ul>	Statistical and analytical assessment of organizational units /jobs and problems identified	Deputy Secretary General in cooperation with Sector Directors, Heads of Departments, Leaders of Sections	Head/Human Resources Department	Analysis completed	January/February 2011	Identified organisational parts /jobs or positions that, due to their tasks being related, will enable maximisation of effects of concentration and specialisation;
	<p>3. 3.</p> <p>Define proposal of new Systematisation</p>	<p>Positions of Working Group and Secretary General aligned;</p> <p>Systematisation proposal;</p>	Secretary General	Deputy Secretary General, Working group in cooperation with Sector Directors /Department Heads/ Section Leaders	Plan in place	Within one month after issuing the decision referred to in point 3.1.	Systematisation proposed
	<p>3.4.</p> <p>Issuing Systematisation</p>	Rulebook in force	Secretary General	Administrative Committee - approval	-	Within the deadline specified by implementing regulation;	Administrative Committee approval obtained; Systematisation came into force;

NATIONAL ASSEMBLY SECRETARIAT: Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
<b>4.</b> <b>Assign to jobs and appoint to positions in accordance with Systematisation adopted</b>	4.1. Issue decisions on appointments for positions / assignments to jobs in accordance with performances, capabilities and preferences;	Decisions / employment contracts / annexes to employment contracts	Secretary General Placement commission	Head / Human Resources Department in cooperation with Sector Directors/ Department Heads/ Section Leaders	HR plan	Within the deadline specified by the Systematisation	Number of appointments decisions / employment contracts;  Number of vacancies;  In line / not in line with HR Plan; Number of complaints
	4.2. Recruit and select candidates from external sources	Concluding reassignment employment contracts;  Decision and public announcement of vacancies;  Forming placement commission and activities of placement commission (interviews...)  Decision on candidate selection;	Secretary General	Head of HR Department  Placement commission (proposal)	Costs of publishing a public announcement of vacancies (about RSD 200,000 per announcement)	Within the deadline specified by Secretary General's decision  Within statutory deadline	Number of concluded reassignment employment contracts;  Number of public announcements;  Number of candidates interviewed;  Selection of candidates applying to announcement
<b>5.</b> <b>Establish internal employee system to support new work organisation</b>	5.1. Issue new internal documents, rules, procedures...	Essential changes and new value characteristics  Working Group formed;  Harmonisation with new regulations  Promote new values and models of conduct (code)	Secretary General	Deputy Secretary General, Head of Human Resources Department in cooperation with Sector Directors/ Department Heads/ Section Leaders	-	Concurrently with introducing quality standard	Number of issued internal documents, rules, procedures...  Number of adopted policies, procedures and internal documents

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>6. Establish appropriate organisation culture</b>	6.1. Issue Code of Ethics and Code of Conduct (to replace current Rulebook on General Principles of Work, Conduct and Dress for NARS Employees);	Reports on effects of organisational change; changes of technology factors and their influence on work organisation etc.	Secretary General/ Deputy Secretary General	Working group in cooperation with Sector Directors/ Department Heads/ Section Leaders	-	Q3/4	Working group formed; Code adopted
<b>7. Assess effects of new work organisation and proposals for improvement</b>	7.1. Prepare analyses  Proposal to change Systematisation and continual improvement;	Continual improvement of work organisation  According to needs	Secretary General / Deputy Secretary General  Secretary General	Head of Human Resources Department with Sector Directors/ Department Heads/ Section Leaders  Deputy Secretary General Working group and Head of Human Resources Department	-  -	December 2011  Continual	-Reports, analyses and proposals;  -Acceptability of proposals for change;

<b>NATIONAL ASSEMBLY SECRETARIAT:</b> <b>Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department</b>							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
<b>8.</b> <b>Implement HR software application to support HR management function</b>	8.1. Decision on introducing HR software and establish project team for implementation	Optimisation of IT flows in the current HR system;  Higher quality of data processing, decisions and other documents;  More efficient records of all relevant data related to employees and MPs;  All individual activities are of better quality, faster, more effective;	Secretary General/ Deputy Secretary General  Sector Director	Head of Human Resources Department/ IT Department  Donor	Donation	June 2011	Decision made;  Working group established;
	8.2. Provide financial and technical support	Activities to provide funds /attract donors	Secretary General	Director of Sector for Financial and Material Affairs, Head of HR Department;	2011 Q1	-	Funds provided /donor
	8.3. Define principal requests for functions and performances and provide necessary instructions and restrictions;	Defined menus, forms, questionnaires, reports etc. for HR records, HR planning, education, etc.	Head of HR Department in cooperation with Head of IT Department	Working group	2011 Q2	-	Menus defined...

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	8.4. Train: - employees to work in the system; - technical staff to maintain system in working order;	Training plan and implementation	Secretary General	Head of Human Resources Department and Head of IT Department /employees in departments;	2011 Q2/3	Donation	Number of trainings  Plan implemented __%
	8.5. Introduce HR software into operation	Enter data for records module, employee card / MP card, etc.	Secretary General Donor	Head/Human Resources Department; Director/ Sector for Organisational and Administrative Affairs	2011 Q4	-	Number, type and content of data entered;
<b>9.</b> <b>Employee education and career development</b>	9.1. Multi-annual plan for educating employees (for the period of duration of multi-annual plan for NARS Service development)	Multi-annual plan	Secretary General, Deputy Secretary General	Head/Human Resources Department in cooperation with Sector Directors/Department Heads / Section Leaders (or Working group)	2011 Q1	-	Multi-annual plan adopted
	9.2. Create database for all relevant data on educational activities of employees /MPs and regular updating	Databases	Head of HR Department	Department employees	In line with timeframe for HR software implementation	NARS Budget – Education plan	Databases Data updated
	9.3. Develop adapted education modules	Advance current education and ensure further education;  Increased motivation;	Deputy Secretary General	Head/Human Resources Department in cooperation with other sectors / departments	Semi-annual/ annual	-	Adapted educational contents

<b>NATIONAL ASSEMBLY SECRETARIAT:</b> <b>Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department</b>							
TASK	ACTIVITIES/PROJECTS	EXPECTED OUTCOMES	RESPONSIBLE PERSON FOR SUPERVISION	RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES	NECESSARY RESOURCES / PREREQUISITES	TIMEFRAME	RESULTS INDICATORS (IMPACT)
<b>10.</b> <b>Issue HR plans, rulebooks, policies, procedures, instructions</b>	10.1. HR plan; Procurement plan for Department; Rulebook on employee education; Rulebook on volunteers; Employment policy; Rules and procedures of introducing new employees to work	Harmonisation with laws and implementing regulations, work process requirements and NARS Service multi-annual development plan	Secretary General	Head /Human Resources Department	Until end of 2011 and on	-	Acts and documents issued
<b>11.</b> <b>Improve employee evaluation procedure</b>	11.1. Work planning (goals and objectives of department/section/group; terms of reference);	Defined, measurable appropriate, relevant and timely	Sector Director/ Department Head/Section Leader	Human Resources Department, departments /sections	-	Quarterly and annually	Evaluation reports
	11.2. Support to achieving results;	Shared views of employees and their superiors  Give instructions, guidance to employees, etc.	Secretary General	Sector Directors/Heads of Departments/ Section Leaders and employees	Budget	Continually	Official notes on interviews with employees  Official notes on given instructions, advice...
	11.3. More efficient monitoring of individual performances (evaluation systems);	Regular reviews by administrators (informal and formal);  Administrators and employees review performances jointly;	Secretary General, Deputy Secretary General and Secretary General Assistants	Sector Directors/Heads of Departments/ Section Leaders and employees	-	Continually  Where appropriate	Reports by administrators  Report
	11.4. Additional training of employees	Acquire lacking knowledge, skills, capabilities	Secretary General	Head of Human Resources Department in cooperation with other sectors/ departments	Budget - Education plan	In line with decision on evaluation	Number of trainings, Number of employees involved in training

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>12.</b> <b>Improve conditions at work related to health and safety</b>	12.1. Introduce appropriate measures for risk control and prevention;	Ensure health and safety at work;  Protection of employees from risk;  Control of use and storage of hazardous substances (toners etc.)	Secretary General,  Secretary General, Deputy Secretary General and Assistant Secretary General	Head/Human Resources Department and Leader of Risk Management Section  Leader of Risk Management Section	Budget	Continually	Number of measurements made – microclimate, temperature, lighting, MAC and MAV for chemical and physical hazards...
	12.2. Constant supervision of procedures and regular maintenance of equipment;	Preserve technical effectiveness of safety and fire hazard systems etc.	Head of HR Department	Leader of Risk Management Section	-	Continually	Number of regular and extraordinary controls performed
	12.3. Regular informing of employees on work-related risks and trainings in accordance with the law;	Employee training in safety and health at work	Secretary General	Head of HR Department / Leader of Risk Management Section	-	According to plan	Number of trainings carried out  Number of employees involved in trainings  Fire fighting plan, documents on workplace risk assessment and work environment risk assessment, etc. – prepared
	12.4. Drafting documents and procedures	Preparing plans, action plans, instructions, agreements, etc.	Secretary General	Head of HR Department / Leader of Risk Management Section	-	During 2011	Health check performed
	12.5. Positive health care programmes	Annual health checks of employees	Secretary General	Head of HR Department; Leader of Risk Management Section	Budget RSD 1,300,000 planned	Annual and extraordinary where appropriate	Number of extraordinary health checks

NATIONAL ASSEMBLY SECRETARIAT: Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
13. <b>Improve external communication</b>	13.1. Increase number of publicised NARS activities and of announcements, news releases, press conferences, briefings, campaigns - media plan, etc.)	Improved media and public awareness; Larger number of articles and TV presentations of NARS activities; Topics, contents, etc.;	Secretary General, Deputy Secretary General	Head of PR Department	-	Immediately/continuously	All reporters /news desks continually informed of events and activities  Number of published articles and TV broadcasts, number of positive /negative announcements, etc;
	13.2. Quantitative and qualitative analysis of media reporting on NARS activities	"Problems" in communication between media and NARS identified	Secretary General and Deputy Secretary General	Head of PR Department	-	Immediately/continuously	Problems identified;  Preparations for problem solving
	13.3. Create and implement new NARS website	Increase extent of information on NARS and its activities on the website;  Facilitate browsing of contents and information on NARS website  Introduce interactivity  Increase number of visitors to NARS website;	Secretary General/ Donor	Line Sector Director / Department Heads /Working group	Donation	2011 Q1	Contract for creation of new NARS website awarded to selected bidder  Application made  Application implemented  Contents for new NARS website defined
	13.4. Define new procedure for accrediting parliamentary reporters	Attract new target groups (young people)  Reduce number of accredited reporters	Secretary General	Head of PR Department / Department employees	Budget (RSD 250,000 planned)	By March 2011	Editing policy defined  Administrative Committee decision  Smaller number of annual accreditations given

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	13.5. Improve technical conditions for work of parliamentary reporters	Provide more appropriate premises for reporters  Increase number of computers (work stations)  Increase number of distributions for sound recordings (committee rooms)	Secretary General	Line Sector Director, Head of PR Department, Head of Department for Planned Maintenance and Head of IT Department	Donations by international organisations;	2011 Q1/2  2011 Q1	Appropriate premises for reporters provided  Procurement of computers completed  Procurement of distributions for sound recordings completed
	13.6 Educational seminars for parliamentary reporters	Survey of educational needs of reporters / necessary knowledge for high quality reporting on NARS activities;  Educational process curricula (for current and new reporters);  Acquire knowledge and skills necessary to reporters for high quality reporting on NARS activities;  New quality of reporting on NARS	Secretary General and donor	Head of PR Department	Donations	2011 Q2 /continuously	Decision on starting a joint education project with international organisations  Survey of educational needs of reporters completed  Educational process curricula defined  Educational seminar preparation and realisation  Evaluation

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	13.7. Educational seminars for employees in PR Department	Survey of educational needs of employees  Educational process curricula drafted;  Acquiring new knowledge and skills necessary for work  New quality of work performed by Department employees	Secretary General	Head of Human Resources Department/ Head of PR Department	Funds planned for education in 2011 (line of HR Department)	During 2011	Survey of educational needs completed  Educational process curricula defined  Educational seminar preparation and realisation  Evaluation

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>14.</b> <b>Improve internal communication</b>	14.1. Introduce internal newsletter intended for employees	Establish mechanism of internal communication in NARS Service;  Raise awareness of employees of activities of their peers in other parts of NARS Service;  Raise awareness of employees of issued NARS internal acts and regulations governing NARS Service operations;  Raise awareness of employees of professional advancement, vacancy announcements, etc.;  Introduce new technologies into briefing of MPs and civil servants of NARS activities	Secretary General, Deputy Secretary General	Line Sector Director/ Head of PR Department	No funds needed, provided that newsletter is prepared in electronic form and provided systematised vacancies in the PR Department are filled (for which the budget funds have been allocated);	2011 Q1/ within the deadline specified by the Systematisation	Decision on starting an internal newsletter;  Filling a relevant job vacancy;  Intranet implementation (where newsletter would be uploaded);  Start a pilot newsletter;
	14.2. Introduce and promote electronic notice boards	Prepare to introduce e-parliament  Functional linking of both NARS buildings;	Secretary General	Sector Director/ Head of PR Department, Head of IT Department, in cooperation with Speaker's Office and Sector for Working Bodies	-about RSD 500,000.00 for equipment (planned in IT sector budget)/ or from international organisation donation	Immediately/ continuously	Decision on placing two boards in the building in Kralja Milana street

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	14.3. Increase number of clients for electronic press clipping service	Cost efficiency of press clipping service;  MPs and employees better informed of printed and other media reporting on NARS activities;  Possibility of qualitative and quantitative analysis of releases;  Promote service in line with requirements of MPs and employees;  MPs and employees better informed;	Secretary General	Head of PR Department	RSD 500,000.00 for electronic press clipping service (planned by 2011 budget, line of PR Department)	Immediately, continuously	Equipment procurement (2 plasma screens)  Procurement of 2-3 new computers;  Improve program for maintaining and updating information  Technical links between the two NARS buildings  Appointment of Department Head;  Continual increase in the number of clients for this service  Survey on client satisfaction by current press clipping service
	14.4. Introduce agency news service	Possibility of timely responding to news	Secretary General	Head of PR Department	About RSD 432,000.00 annually /no funds provided in the budget	Q1/2	Secretary General's decision;  Low value public procurement procedure completed;  Contract with selected agency signed

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>15. Draft Communication Strategy for Multi-annual Development Plan period</b>	15.1. Define public to communicate with (target groups – media, citizens, etc)	Defining target groups and how to address them  Improve NARS image with target groups  Target groups better informed of NARS activities  Creating a more positive image of NARS with target groups  Creating a more positive image of NARS with target groups  Centralise communication of NARS Service with the public (Secretary General or person authorised by Secretary General)	Secretary General and Deputy Secretary General	Sector Director/Head of Department /Working group (if possible, involve MPs either directly or indirectly)	-	2011 Q1/2	Decision on drafting Strategy  Decision on forming a working group  Target groups/ communication methods defined
	15.2. Define levels to communicate from (NARS Speaker, MP group heads, MPs, Secretary General, etc)	Building capacities of administrators and MPs for public relations	Secretary General, Deputy Secretary General	Sector Director/Head of Department /Working group	-	2011 Q1/2	Consensus by relevant parties to process reached

NATIONAL ASSEMBLY SECRETARIAT: Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	15.3. Introduce communication trainings for NARS administrators and MPs	Acquiring new communication knowledge and skills  Change image of representatives (MPs) in eyes of general public	Secretary General	Sector Director, Head of Human Resources Department (and PR agency outsourced),	Donation by international organisations	2011 Q1/2 /continuously	Decision made on outsourcing a PR agency  Public procurement procedure completed  Contract with selected PR agency concluded  Methodology of process of acquiring communication skills defined  Training timeframe defined
<b>16.</b> <b>Promote protocol operation and activities</b>	16.1. Planning, preparation, coordination and realisation of all protocol-related events in NARS;	More efficient and higher quality operation	Secretary General, Deputy Secretary General, Assistants Secretary General	Head of Protocol Department	Budget	In line with the plan, continually	Professional relation developed, based on mutual trust and respect
	16.2. Organisation and realisation of international /interregional meetings and trips of NARS Speaker, Vice-Speakers, MPs and official delegations in the country and abroad,	Successfully planned and organised meetings and trips of NARS Speaker, Vice-Speakers, MPs and official delegations in the country and abroad,	Secretary General	Head of Protocol Department, employees	Budget	Continually, in line with the plan	Number of successfully organised and realised international and interregional meetings and trips of NARS Speaker, Vice-Speakers, MPs and official delegations in the country and abroad
	16.3. Communication with diplomatic and other representatives of international organisations	Established communication with diplomatic and other representatives of international organisations	Secretary General	Head/ Protocol Department, employees	Budget	In line with the plan, continually	Intensity of communication established

**NATIONAL ASSEMBLY SECRETARIAT:**

**Human Resources Department with Risk Management Section, Public Relations Department, Protocol Department**

<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	16.4. Translation /interpretation	Successful translation /interpretation	Secretary General	Head of Protocol Department, employees	Budget	In line with the plan, continually	Quantity and quality of talks interpreted and documents translated

SECTOR FOR WORKING BODIES							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Service Performing the Task / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
1. <b>Raise quality level and improve operation of working bodies</b>	1.1. Provide higher quality expert assistance to MPs (verbal and written opinions related to scope of work);	More efficient and higher quality operation of working bodies;	Secretary General, Deputy Secretary General	Sector Director/Heads of Departments	Budget	Continually	Number of written opinions; Number of comments by MPs to opinions given;
	1.2. Education of MPs and employees through seminars, round tables, workshops, etc;	Acquiring new knowledge and skills;  Promote communication;	Secretary General, Deputy Secretary General	Sector Director/Heads of Departments /Departments in cooperation with HR Department	Donation/Budget	Continually	Number of seminars, round tables, workshops;  Evaluation reports
	1.3. Education with regard to European Integration;	Acquiring new knowledge;	Secretary General, Deputy Secretary General	Sector Director/ Heads of Departments /Department in cooperation with HR Department and European Integration Department	Donation/Budget	Continually	Number of seminars, round tables, workshops;  Evaluation reports
	1. 4 Education on new duties arising from provisions of NARS Rules of Procedure (planning documents preparation etc.)	Acquiring new knowledge and practical skills for drafting planning documents;	Secretary General, Deputy Secretary General	Sector Director/ Heads of Departments /Department/Working group	Budget, work plan	Continually	Number of seminars, round tables, workshops;  Evaluation reports
2. <b>Modernise work and improve work conditions for Committees</b>	2.1. Technical and technological advancement of operations;	Committee operations improved through IT	Secretary General, Deputy Secretary General	Sector Director in cooperation with Director of Sector for Organisational and Administrative Affairs	Donation/Budget	In line with timeframe for introducing e-parliament (phase one)	Reports on implemented technical and technological advancements

SECTOR FOR WORKING BODIES							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Service Performing the Task / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	2.2. Improve work conditions for Committees (premises, appropriate equipment, etc.)	Appropriate premises and other facilities for Committee activities;	Secretary General, Deputy Secretary General	Sector Director in cooperation with Directors of Sector for Organisational and Administrative Affairs and Sector for Planned, Technical and Regular Maintenance	Budget	According to needs and possibilities	Appropriate premises and other facilities for working bodies provided
3. <b>Qualitative and quantitative improvement of Sector work organisation</b>	3.1. Propose amendments to Systematisation	More functional organisation of Sector work; Number of staff in line with Sector needs;	Deputy Secretary General	Sector Director, heads of departments	Budget	2011 Q1	Proposal for amendments drawn up
	3.2. Sector vacancies filled	All vacancies filled by highest quality HR from NARS Service or external sources (reassignment etc.)	Secretary General, Deputy Secretary General	Sector Director in cooperation with HR Department	HR plan for 2011	by June 2011	Number of Sector vacancies filled/ remaining
	3.3. Taking on interns	Possibility of higher quality selection	Secretary General, Deputy Secretary General	Sector Director in cooperation with HR Department	Where appropriate	2011 Q1	Number of interns engaged

SECTOR FOR WORKING BODIES							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Service Performing the Task / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	3.4. Engaging volunteers for Sector activities – (educational profile – university degree in law)	Linking science and practice;  More interest of young people for work in NARS Service;  Development of positive image of NARS Service (and MPs);	Secretary General, Deputy Secretary General	Sector Director in cooperation with HR Department	In line with the plan  -	during 2011  Continually	Number of volunteers engaged  Reduced number of irregularities at work due to lack of information
4. <b>Improve internal and external communication and communication with MPs</b>	4.1 Improve internal communication	Improved communication between departments and employees within Sector and of Sector with other organisational parts of NARS Service (particularly with Sector for preparing and processing sessions and PR Department)	Deputy Secretary General	Sector Director	Newsletter Work in working groups	Continually	More efficient operation of working bodies
	4.2. Improve communication with MPs	Improved information flow and cooperation  Better understanding	Deputy Secretary General	Sector Directors/Department Heads / Section Leaders	-	Continually	Number of reports received and processed

SECTOR FOR WORKING BODIES							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person /Service Performing the Task / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	4.3. Advance external communication	Intensified contacts with line ministries, particularly with regard to common responsibilities arising from Articles 228 and 229 of the NARS Rules of Procedure  More intensive international cooperation with sectors /services of EU Parliaments	Secretary General, Deputy Secretary General  Secretary General, Deputy Secretary General	Sector Directors/Department Heads / Section Leaders  Sector Director/Heads of Departments	Government reports on activities, policies implementation, law enforcement, etc., received in a timely manner  Quarterly reports of RS Ministries on their work received in a timely manner  -	In line with the responsibilities and timeframe referred to in Articles 228 and 229 of the NARS Rules of Procedure  Continually	Number of received reports on Government activities and communication on activities of RS Ministries  Number of international contacts made
5. <b>Participate in drafting and preparing proposals of bylaws and other general and specific acts</b>	5.1. Participate in drafting and preparing of a proposed Code of Conduct for MPs; acts on treating documents submitted in electronic form, documents deemed as secret, shorthand notes, documents on internal order in NARS building, etc.	Higher quality work of NARS and Committees	Secretary General, Deputy Secretary General	Sector Director/Heads of Departments  Working group	Budget, donations	In line with timeframe set by Secretary General and NARS working bodies	Number of bylaws, general and specific acts issued

**SECTOR FOR PARLIAMENTARY GROUPS**

<b>SECTOR FOR PARLIAMENTARY GROUPS</b>							
<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>1.</b> <b>Strengthen HR structure</b>	1.2. HR vacancies to be filled	Optimum HR structure established;	Secretary General in cooperation with heads of parliamentary groups	HR Department	Budget HR plan	Q1	Department staff number and structure appropriate;  Sector activities more efficient and of higher quality;  More efficient planning and establishing full responsibility for work process;
<b>2.</b> <b>Promote work and cooperation with MPs and establish internal system for support to higher quality activities of parliamentary groups</b>	2.1. Prepare activity catalogue for parliamentary group work  Prepare instructions for reviewing draft laws and other acts, drafting amendments, MP presentations regarding draft law discussion in principle and in particulars -  2.2. Prepare instructions for organising and structuring a parliamentary group meeting on a specific topic;  2.3. Prepare instructions for carrying out official correspondence of MPs with other public authorities, institutions and citizens  2.4 Prepare instructions for MP reporting procedure on completed seminars and educations  2.5 Prepare rules of procedure (rules) on parliamentary group activities	Structured and organised work of parliamentary groups and of individual work of all participants in a parliamentary group (MPs, advisors, officers) and better connections with other NARS services;  MPs better informed and clear rules for working in parliamentary groups;  More productive work of parliamentary groups, developing individual responsibilities to contribute to better team work;  Improving image of a parliamentary group in internal parliamentary system and in the environment;	Secretary General / Deputy Secretary General / heads of parliamentary groups	Sector Director /parliamentary group advisors / heads of parliamentary groups	Budget, donations, trainings	Continually	Number and quality of performed reviews of laws and draft laws;  Number and quality of expert processing of amendments;  Extent of information prepared;  Quality of organised meetings of MPs with citizens, representatives of public authorities, etc;  Quality of issued internal acts, documents, rules, procedures;  Quality of adopted policies, procedures and internal acts and documents;

**SECTOR FOR PARLIAMENTARY GROUPS**

<b>SECTOR FOR PARLIAMENTARY GROUPS</b>							
<b>TASK</b>	<b>ACTIVITIES/PROJECTS</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>3.</b> <b>Establish internal system to support higher work quality of parliamentary groups</b>	3.1. Issue new internal acts and documents, rules, procedures ...	Essential changes and new value characteristics;  Meeting needs and requirements of parliamentary groups and compliance with new legal regulations;	Secretary General / Deputy Secretary General / heads of parliamentary groups	Sector Director	Establishing Working group	Concurrently with introducing new quality standard	Number of issued internal acts, documents, rules, procedures...;  Number of adopted policies, procedures and internal acts and documents;
<b>4.</b> <b>Modernise Sector work and improve work conditions</b>	4.1. Technical and technological improvements and better facilities;	IT application, appropriate premises and other work facilities for Sector operation	Secretary General, Deputy Secretary General	Sector Director in cooperation with heads of parliamentary groups and directors of sectors for organisational and administrative affairs and for planned, technical and regular maintenance	Donation, Budget	According to timeframe of introducing e-parliament (phase one)	Reports on implemented technical and technological advancements;  Appropriate premises and work facilities needed for work of department provided
<b>5.</b> <b>Additional trainings for employees and MPs</b>	5.1. Organise additional trainings (courses, seminars, study trips, etc.)  5.2. Evaluate implemented trainings	Acquire lacking knowledge, skills and capacities (EU law and procedures, foreign languages, computer literacy, etc.)	Secretary General / Deputy Secretary General / heads of parliamentary groups	Sector Director and HR Department	Budget - Education; Donations;	In line with plan	Number of trainings,  Number of MPs included in trainings;  Number of employees included in trainings

SECTOR FOR NARS SESSIONS PREPARATION AND PROCESSING							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
1. <b>Modernise work and improve conditions of work for Session Preparation Department</b>	1.1. Technical and technological improvements;	IT applied to NARS session preparation and organisation	Secretary General, Deputy Secretary General	Sector Director in cooperation with Director of sector for organisational and administrative affairs; department heads /departments	Donation, Budget	In line with timeframe for e-parliament introduction (phase one)	Reports on technical and technological improvements made;
	1.2. Improve work conditions of the Department (premises, appropriate equipment, etc.)	Appropriate premises and other facilities and equipment for the work of the Department	Secretary General, Deputy Secretary General	Sector Director in cooperation with sector for organisational and administrative affairs and sector for planned, technical and regular maintenance	Budget	According to needs and possibilities	Appropriate premises and other facilities and equipment for the work of the Department provided
	1.3. Building HR capacities in the department for NARS sessions preparation and processing	Optimum number of staff according to Systematisation;	Secretary General, Deputy Secretary General	Sector Director, Department Head, Head of HR Department	HR plan	After Systematisation is adopted	Appropriate staff number and qualification levels in the Department
	1.4. Taking on interns	Forming database for future recruitments and selection	Secretary General, Deputy Secretary General	Sector Director, Heads of Departments, HR Department head	In line with the plan	2011 Q1/2	Number of interns
2. <b>Improve internal communications and communication with MPs</b>	2.1. Improving communication	MPs better and more comprehensively briefed  Internal communication improved	Secretary General, Deputy Secretary General	Sector Director/Head of Department in cooperation with other organisational parts of NARS Service	In line with the plan	Continually	Quantity of information among employees and quantity of information supplied to MPs

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
1. <b>Organise, prepare and implement activities for concluding bilateral agreements with Parliaments of other countries</b>	1.1. Initiate cooperation;	Cooperation realised;	Secretary General	Head/Foreign Affairs Department /Department in cooperation with NARS Speaker's Office	Budget	Permanently	Number of prepared initiatives for concluding bilateral agreements;
	1.2. Explore cooperation possibilities;	Higher quality presentation of MPs in international parliamentary institutions;	Secretary General	Head Foreign Affairs Department /Department in cooperation with NARS Speaker's Office	Budget	Continually	Number of prepared initiatives for concluding bilateral agreements;
	1.3. Lobbying for our proposals and initiatives with international partners	Proposal acceptance by international partners	Secretary General, Deputy Secretary General	Head/ Foreign Affairs Department /Department in cooperation with NARS Speaker's Office	Budget	continually	Number of initiatives accepted;
	1.4. Include cooperation of NARS expert and supporting services into agreements;	Cooperation of NARS expert and supporting services included into agreements;	Secretary General, Deputy Secretary General	Head / Foreign Affairs Department /Department in cooperation with NARS Speaker's Office	Budget	Permanently	Number of contacts made and cooperation realised
2. <b>Organise, coordinate and intensify activities of standing NARS delegations with international parliamentary institutions</b>	2.1. Active participation in all important meetings of international institutions;	More intensive and higher quality multilateral parliamentary cooperation;  International meetings take place as planned;	Secretary General in cooperation with NARS Speaker's Office NS	Head/ Foreign Affairs Department	Budget	Permanently	Cooperation improved, exchange of experiences and better contacts with services of other parliaments;
	2.2. Develop and strengthen bilateral contacts with other delegations;	Presenting interests of NARS (Republic of Serbia) even more successfully	Secretary General	Head/ Foreign Affairs Department	Budget	Permanently	Increased number of activities in comparison with the previous year;  Resolutions adopted

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	2.3. Hold meetings of international institutions in NARS;	International meetings take place as planned;	Secretary General	Head/ Foreign Affairs Department	Budget	Permanently	Number of meetings
	2.4. Promote activities of standing delegations members aimed at candidacy for most important functions in international institutions;	Selection of standing delegations members for functions in international institutions	Secretary General	Head/ Foreign Affairs Department	Budget	Permanently	Increased influence of NARS delegations
	2.5. Cooperation of NARS standing delegations secretaries with secretaries of other delegations	Cooperation improved	Secretary General	Head/ Foreign Affairs Department	Budget	Permanently	Number of contacts made and cooperation quality
<b>3.</b> <b>Contribute to enhanced cooperation with EU institutions</b>	3.1 Coordination and monitoring activities of EU institutions and all events related to EU accession process and preparing information for MPs and NARS Service;	Development and promotion of international cooperation and promotion of RS foreign policy interests;	Secretary General, Deputy Secretary General	Head of European Integration Department in cooperation with NARS Speaker's Office	Budget	Continually	Number of meetings, content and quality of documents and reports on events realised
	3.2. Report/supply information on NPI (National Program for EU Integration) implementation with regard to harmonisation of RS legislation with EU <i>acquis communautaire</i> ;	MPs better informed / prepared, more efficient and effective compliance with legislative part of NPI	Secretary General, NARS Speaker's Office	Head/European Integration Department	Budget	Reporting period	Number of meetings, content and quality of documents related to compliance with legislative part of NPI;

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	3.3. Contribute to improving work, coordination, communication and professionalism of Committees aimed at even more efficient operation and performance	More efficient work of Committees;  Effective presentation of European values and advantages of EU membership;  Continual and efficient monitoring of international events and trends and documents arising from them;	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget	Continually	Number of sessions, content of preparatory materials, reports on Committee activities (semi-annual and annual);
	3.4. Draft memos, reviews, speeches for preparations of NARS delegations members	Collect and draft information relevant for the area discussed;	Secretary General, Deputy Secretary General	Head of European Integration Department /employees	Budget	Continually	Number of meetings, quality of documents and contributions to successful presentation of MPs
	3.5. Hold trainings, seminars, engage international experts, organise study trips, etc.);	Promote knowledge of EU and integration process;	Secretary General, Deputy Secretary General	Head/European Integration Department/ Human Resources Department	Donations, Budget	Throughout the year, in line with the plan for activities of EP, RSPPS and NARS Education Plan	Number of trainings, seminars, experts engaged and reports
<b>4.</b> <b>Expert support to promoting cooperation in SEE</b>	4.1 Prepare NARS delegation for participation in SEE Cooperation Process /Annual conference of SEECP Speakers of Parliament	Successfully taking over presidency and start of SEECP presidency;  Positive assessment by European institutions of Serbian participation in regional initiatives;  Active participation of NARS in RSPPS activities	Secretary General, Deputy Secretary General	Head/European Integration Department in cooperation with NARS Speaker's Office /Protocol Department	Budget, Donation	Throughout the year.	Number of meetings, quality of documents (memos, speeches, amendments, etc.) and reports on participation at conferences  Final declaration of Speakers of Parliament is adopted at the end of presidency period.

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	4.2. Prepare documents, information, analyses, prepare proposals of amendments to draft documents, etc.	Higher quality platforms for negotiations of Working Group members for further institutionalisation of SEECP parliamentary dimension	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget	Continually	Number of talks and discussions and quality of drafted preparatory documents and reports
	4.3. Prepare information, memos,	Platforms for NARS delegations participating in regional round tables, conferences, seminars, visits and experience exchanges with other regional organisations	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget	Continually	Number of talks and discussions and quality of drafted preparatory documents and reports
	4.4. Work on joint RSPS internet page	Information of importance for NARS	Secretary General, Deputy Secretary General	Head of European Integration Department in cooperation with Head of PR Department	Donations, Budget	Continually	Content of RSPS internet page/Contribution of NARS Service
<b>5.</b> <b>Contribute to continuing and promoting cooperation with EU MS Parliaments</b>	5.1 Prepare NARS delegations members for visits by foreign parliamentary and other delegations in the country, in line with foreign policy priorities	Signing memoranda of cooperation, arrangements for technical assistance in EU integration process, exchange visits by line Committees, etc.	Secretary General, Deputy Secretary General	Head/European Integration Department/Protocol Department	Budget	Throughout the year	Number of talks and discussions and quality of drafted preparatory documents and reports
	5.2 Prepare NARS delegations members for visits to EU MS Parliaments, in line with Serbian foreign policy priorities	Signing memoranda of cooperation, arrangements for technical assistance in EU integration process, exchange visits by line Committees, etc.	Secretary General	Head/European Integration Department	Budget	Throughout the year	Number of talks and discussions and quality of preparatory documents for and reports on bilateral meetings, conferences and seminars

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
<b>6.</b> <b>Promote cooperation with EU MS Parliaments Services</b>	6.1. Collect and analyse best practices in European affairs and in accession processes of EU member states through study visits, internships	Advance NARS Service activities	Secretary General and Deputy Secretary General	Head/European Integration Department	IPA (Instrument for Pre-Accession Assistance) funds	Throughout the year	Reports on study visits, seminars and conferences
	6.2. Project "NARS Capacity Strengthening in EU Integration Process" to be realised as a twinning project with IPA funds	NARS Service working in line with best European practices	Secretary General, Deputy Secretary General	Working group formed by decision of Secretary General	IPA (Instrument for Pre-Accession Assistance) funds	Continually	Report on twinning project implementation
<b>7.</b> <b>Contribute to continuation and promotion of bilateral cooperation in the region</b>	7.1. Prepare NARS delegations members for visits by parliamentary delegations in the country and for visits to parliaments of other countries in the region	Signing memoranda of cooperation, arrangements for exchanging experiences in EU integration process, more intensive exchange of visits of members of line committees, organising joint (missing text)	Secretary General, Deputy Secretary General	Head/European Integration Department/Department employees	Budget, Donations	Throughout the year	Number of visits, quality of preparatory materials and reports on bilateral meetings, conferences and seminars
<b>8.</b> <b>Contribute to continuation and of bilateral cooperation with international organisations missions, diplomatic representative offices and civil society in reaching consensus on European integration</b>	8.1. Prepare MPs participation in conferences, round tables and seminars;	Successful discussions at round tables, public hearings, seminars, conferences	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget, donations	Throughout the year	Number of talks and discussions, quality of preparatory materials and reports on meetings, conferences and seminars

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	8.2. Organise round tables with the aim of promoting European values in Belgrade and other places in Serbia	General public informed of European values and advantage of EU accession	Secretary General, Deputy Secretary General	Head/European Integration Department	Donations, Budget	Throughout the year	Number of events and organisation of events, conclusions of round tables and informing the public of round tables
<b>9.</b> <b>Contribute to continuation and promotion of cooperation with Council of Europe Parliamentary Assembly</b>	9.1 Prepare NARS Standing Delegation with Council of Europe Parliamentary Assembly for participation at plenary sessions	Successful participation of NARS Standing Delegation in Council of Europe committees and plenary sessions	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget	Throughout the year	Number of meetings, quality of documents prepared, (speeches, memos etc.) and reports on delegation participation
	9.2 Prepare NARS Standing Delegation with Council of Europe Parliamentary Assembly for participation in PACE committees	Successful participation of NARS Standing Delegation in Council of Europe committees	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget	Throughout the year	Number, content and quality of prepared documents, speeches, memos etc. / reports on delegation participation
	9.3 Cooperation with PACE through visits of PACE rapporteurs for specific areas	Presenting our positions and learning about the relevant practices of PACE rapporteurs	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget	According to announced visits of rapporteurs	Number and quality of prepared documents, reports on visits of rapporteurs
<b>10.</b> <b>Promote cooperation with European Parliament and PACE Services</b>	10.1. Study visits of NARS staff to European Parliament and Council of Europe Services	NARS staff briefed of procedures and practices in Services of European Parliament and Council of Europe	Secretary General, Deputy Secretary General	Head/European Integration Department	Budget, Donations	Throughout the year	Active presentation of our participants and reports on study visits,
	10.2. Participation in seminars on integration-related topics	Staff briefed by EP and CE experts about topics of importance for European integration process	Secretary General, Deputy Secretary General	Heads of European Integration Department and HR Department, in cooperation with heads of other departments	Donations, Budget	Throughout the year	Active presentation of our participants and reports on seminars

INTERNATIONAL RELATIONS SECTOR: International Affairs Department, European Integration Department							
Task	Activities/Projects	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
	10.3. Internship of staff members in European Parliament	Staff members briefed of procedures and practices in European Parliament	Secretary General, Deputy Secretary General	Heads of European Integration Department and HR Department, in cooperation with heads of other departments	Donations, Budget	Throughout the year	Active participation of staff members and reports on internship

SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS: General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department							
SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE: Planned Maintenance Department, Technical and Regular Maintenance Department							
Task	Activities	Expected Outcomes	Responsible Person for Supervision	Responsible Person / Implementing Service / Activities	Necessary Resources / Prerequisites	Timeframe	Results Indicators (Impact)
1. <b>Further professional development of information research activities</b>	1.1 Advance analytical methods of collecting and processing information;	Multidisciplinary approach to team information research work;  MPs and NARS Service informed timely and accurately;	Secretary General, Deputy Secretary General	Sector Director/Head of Information Research and Library Department	Budget, donation	January through December 2011 and on	Questionnaire completed by users;
	1.2. Participate in trainings according to NARS needs;	Improved capabilities for work;  Introduce new work methods;  Expand scope and advance work;	Secretary General, Deputy Secretary General	Head/Human Resources Department,  Head/ Information Research and Library Department	Budget, donations	January through December 2011 and on	Number of trainings /number of employees involved in trainings
2. <b>Develop and improve information products</b>	2. 1. Prepare information products in line with requirements of MPs and NARS Service;	More efficient communication with target users;  Creating new information products;  Higher quality research documents on topics of importance for NARS functioning, more comprehensive information, etc.;  Standardized form of written reports in MS Word program application;	Secretary General, Deputy Secretary General	Sector Director/ Department Head /Section Leader/ Information Research Section as a whole	Budget	January through December 2011 and on	20 completed and submitted documents - surveys, reviews and extended information  Reports on information needs;

<b>SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:</b> <b>General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department</b>							
<b>SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:</b> <b>Planned Maintenance Department, Technical and Regular Maintenance Department</b>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	2. 2. Establish principles and form of proactive research	Creating new areas of work (research);  Regular research, requirements of MPs and NARS Service employees;	Head/ Information Research and Library Department	Section Leader / Information Research Section as a whole  Section Leader Information Research Section as a whole	Budget	January through December 2011 and on	Number of identified new areas of work etc.  Extent of research ad number of surveys carried out;
<b>3.</b> <b>Define work objectives for 2011 and evaluate employee performance for 2010</b>	3. 1. Define operational work plan of Department /Section for 2011	Operational plan in line with multi-annual and annual development plans of NARS Service;	Department Head	Section Leader/section in cooperation with researchers -analysts	Budget, work plan	Quarterly and continually	Quarterly reports on extent of implementation of activities;
	3.2. Define employee work objectives	Operational tasks defined in line with operational plan;	Head of Department/ Section Leader and employees		Budget, work plan		Quarterly evaluation reports submitted to controller within the deadline;
<b>4.</b> <b>Review information requirements of MPs and NARS Service</b>	4. 1. Receive, process and analyse information requests;	Reviewing information requirements of NARS Service and MPs;	Head /Department	Leader of Information Research Section in cooperation with researchers -analysts	Budget, work plan	January through December 2011 and on	Statistical summary of information requests
	4.2 Keep database on work and work materials;	Well kept database with work materials in MS Word program application;  Optimisation of information flow between Section and users;	Head of Department	Leader of Information Research Section in cooperation with researchers	-	January through December 2011 and on	Databases on research completed and research to be undertaken;

<b>SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:</b> <b>General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department</b>							
<b>SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:</b> <b>Planned Maintenance Department, Technical and Regular Maintenance Department</b>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	4. 3. Submit monthly work reports	Internal verification of extent of implementation of planned activities and of quality;  Encouraging personal responsibility;  Easier detection of problems at work	Head of Department	Leader/ Information Research Section	-	Monthly, continuously	Regular monthly work reports;
	4.4. Annual work report	Work control and evaluation;  Identified levels of deviation from plan;  Undertaking remedial measures;	Head of Department	Leader/Information Research Section	-	December 2011	Statistical annual work report;
<b>5.</b> <b>Cooperate with European Centre for Parliamentary Research and Documentation (ECPRD)</b>	5. 1. Prepare answers to ECPRD questionnaires; define and submit questionnaires	Utilisation of ECPRD database	Head of Department, ECPRD correspondent	Leader/Information Research Section	-	January through December 2011	Number of answers to ECPRD questionnaires; Number of ECPRD questionnaires defined and submitted
	5.2. Provide information on ECPRD seminars;	Participation in ECPRD seminars	January through December 2011	Leader/Information Research Section	Eligible participation costs to be refunded by European Parliament	January through December 2011	Number of NARS Service employees participating in ECPRD seminars

**SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:**  
**General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department**

**SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:**  
**Planned Maintenance Department, Technical and Regular Maintenance Department**

TASK	ACTIVITIES	EXPECTED OUTCOMES	RESPONSIBLE PERSON FOR SUPERVISION	RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES	NECESSARY RESOURCES / PREREQUISITES	TIMEFRAME	RESULTS INDICATORS (IMPACT)
<b>6.</b> <b>Automation of library services</b>	6.1. Prepare electronic catalogue of NARS library materials	NARS Library electronic catalogue in COBISS program	Secretary General	Sector Director/Department Head, Library Manager	120,000 (annual subscription for COBISS application)	January through December 2011 and on	Electronic catalogue of NARS Library publications in COBISS
	6.2. Automation of library circulation (lending publications and user records)	Lending publications and keeping circulation records in COBISS	Secretary General	Sector Director/Department Head/Library Manager	Budget	January through December 2011 and on	Automated circulation of NARS Library materials
<b>7.</b> <b>Organise and implement annual subscription to serial publications and electronic databases of regulations as required by MPs and NARS Service</b>		Assess needs of MPs and NARS Service for serial publications (daily press, journals, etc.) and electronic databases of regulations  Analytical assessment in publisher selection and subscription carried out in cost-effective manner  Secretary General's order on annual subscription for serial publications and electronic databases of regulations  Information on actual subscription data after additional subscriptions approved by Secretary General	Secretary General  Department Head  Secretary General  Secretary General	Head of Department and Library Manager  NARS Library Manager  Head of Department  Head of Department	Budget  Budget  Budget  Funds earmarked by Secretary General's decision		Survey – MPs and NARS Service  Needs analysis  Analytical report on offers made by publishers  Secretary General order on subscription signed and submitted for execution  Updated Order with the date of latest amendment, records of approved requests and subscriptions made under additional requests

<p style="text-align: center;"><b>SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:</b>  <b>General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department</b></p>							
<p style="text-align: center;"><b>SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:</b>  <b>Planned Maintenance Department, Technical and Regular Maintenance Department</b></p>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
<b>8.</b> <b>Library materials inventory and write-off</b>	8.1. Inventory according to work plan and Secretary General's decision	Actual situation of Library materials compared to inventory records	Department Head	Library Manager		January – December 2011 and on	NARS Library materials inventory (approximately 30,000 bibliographic units)
<b>9.</b> <b>Procure books for NARS Library</b>	9.1. Survey regarding NARS Service and MPs needs for acquisition of books	Proposed list of books to be acquired for making Library materials more complete;	Secretary General	Library Manager	Budget	2011 Q2	- future library circulation of new books
	9.2. Contact publishers, order books, receive pro-forma invoices	List of books to be acquired to make Library more complete approved by Secretary General;	Department Head	Library Manager	Budget	2011 Q2	- records of contacts with publishers;  - pro-forma invoices received and submitted to relevant sector for payment;
<b>10.</b> <b>Apply OCR program package (OCR conversion) to scanned versions of old and rare Library books</b>	10.1. Prepare materials for OCR conversion	OCR conversion	Secretary General	Company to provide OCR service selected (under public procurement procedure)	Budget	2011 Q2	-Contract on OCRing scanned books with selected company; CD with scanned old and rare Library books;
<b>11.</b> <b>Introduce current IT</b>	11.1. Prepare multi-annual plan of introducing modern IT equipment	Multi-annual plan	Secretary General	Sector Director/ Head of IT Department	-	On adoption of NARS Service multi-annual development plan (concurrently with adoption of multi-annual plan)	Proposal prepared;  Plan adopted

<b>SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:</b> <b>General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department</b>							
<b>SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:</b> <b>Planned Maintenance Department, Technical and Regular Maintenance Department</b>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	11.2. Prepare annual plans for introducing modern IT equipment	Annual plans	Secretary General	Sector Director/ Head of IT Department	-	Concurrently with adoption of multi-annual plan.	Proposal prepared; Plan adopted;
	11.3. Procure works and equipment and install equipment / commissioning	Contracts Systems	Secretary General	Sector Director/ Head of IT Department, equipment supplier	In line with the budget	In accordance with Public Procurement Plan for current year	Annual plan and Public Procurement Plan implemented  Deadlines defined  Delivery and acceptance certificate
	11.3. Training	diplomas, certificates	Secretary General, Deputy Secretary General	Contractor, Head of IT Department		According to training plan	Educators' reports
<b>12.</b> <b>Introduce Parliament TV channel</b>	<b>12.1.</b> <b>Law amendments;</b>  12.1.1. Verify compliance, obtain approvals and permits  12.1.2. NARS decision	Amend current project	Secretary General	Sector Director / Head of IT Department	Budget	Within 10 months of verifying compliance and obtaining permits (2011-2015)	Law amended,  Approvals, permits,  Decision,  Reports
	12.2. Procure works and equipment	Contracts	Secretary General	Sector Director/Head of IT Department / Head of Public Procurement Department	Budget	In line with Public Procurement Plan for current year	Implementation of annual plan and Public Procurement Plan

<p style="text-align: center;"><b>SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:</b>  <b>General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department</b></p>							
<p style="text-align: center;"><b>SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:</b>  <b>Planned Maintenance Department, Technical and Regular Maintenance Department</b></p>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	12.3. Perform works, install equipment, commission equipment, technical inspection, delivery and acceptance, obtain certificate of use	Equipment, certificates of use	Secretary General, Deputy Secretary General	Contractor	Budget	According to annual plan timeframe	Deadlines according to contract;  “As built” facility design;  Technical inspection;  Certificate of use
<b>13.</b> <b>Introduce CMMS (Central Monitoring and Management System)</b>	13.1. Amend master design; Verify compliance, obtain approvals	Design	Secretary General	Sector Director/ Head of IT Department	Budget, donation	January – June 2011	Master Design delivery and acceptance, along with approvals and permits
	13.2. Procure works and equipment	Contracts	Secretary General, Deputy Secretary General and line Assistant Secretary General	IT Department Head  Head of Public Procurement Department	Budget	According to Public Procurement Plan for current year	Implementation of annual plan and Public Procurement Plan
	13.3. Perform works, install equipment, technical inspection, certificate of use and commissioning,	Equipment	Secretary General	Sector Director/Head of IT Department  Contractor	Budget	First half of 2011 through December 2011 and on	Deadlines;  “As built” facility design;  Reports on technical inspection;  Certificate of use, Delivery and Acceptance Certificate
<b>14.</b> <b>Introduce electronic system for special purposes</b>	14.1. Prepare design, verify compliance, obtain approvals and permits	Design	Secretary General	Head of IT Department	Budget, donation	2011 Q1 through mid-2011	Deadlines;  Report made after review and delivery and acceptance

**SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:**

**General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department**

**SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:**

**Planned Maintenance Department, Technical and Regular Maintenance Department**

<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	14.2. Procure works and equipment	Contracts	Secretary General	Head of IT Department  Head of Public Procurement Department	Budget, donation	According to Public Procurement Plan for current year	Implementation of annual plan and Public Procurement Plan
	14.3. Perform works, install equipment, technical inspection, obtaining certificate of use, and commissioning,	Equipment	Secretary General	Sector Director/ Head of IT Department / contractor	Budget	Mid- 2011 – end of 2011	Deadlines;  “As built” facility design;  Reports on technical inspection;  Delivery and Acceptance Certificate
<b>15.</b> <b>Introduce E-Parliament</b>	15.1. Prepare multi-annual plan for E-Parliament introduction	Multi-annual plan	Secretary General and Deputy Secretary General	Sector Director/ Head of IT Department	Donation	After adoption of NARS Service Multi-annual Development Plan	Reports;  Proposal drafted;  Plan adopted;
	15.2. Prepare annual plans for E-Parliament introduction	Annual plans	Secretary General and Deputy Secretary General	Sector Director/ Head of IT Department	Donation	Concurrently with multi-annual plan	Reports;  Proposal drafted;  Plan adopted;
	15.3. Procure designs, works, and equipment and services	Contracts, projects	Secretary General and Deputy Secretary General	Sector Director/ Head of IT Department / Head of Public Procurement Department	Donation	According to planned schedule	Reports on public procurement procedures completed

<p style="text-align: center;"><b>SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:</b>  <b>General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department</b></p>							
<p style="text-align: center;"><b>SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:</b>  <b>Planned Maintenance Department, Technical and Regular Maintenance Department</b></p>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	15.4. Perform works, install equipment and software, phased-in commissioning, delivery and acceptance	Equipment, program packages	Secretary General and Deputy Secretary General	Sector Director/ Head of IT Department / contractor	Donation	According to schedule provided by annual plans	Reports on phased-in commissioning
<b>16.</b> <b>Maintain IT, electronic and office equipment and software</b>	16.1. Prepare multi-annual plan for maintenance of IT, electronic and office equipment and software	Multi-annual plan	Secretary General, Deputy Secretary General	Sector Director/ Head of IT Department	Budget, donation	In line with multi-annual plan	Proposal drafted; Plan adopted;
	16.2. Prepare annual plans for maintenance of IT, electronic and office equipment and software	Annual plans	Secretary General, Deputy Secretary General	Sector Director/ Head of IT Department	-	In line with the plan	Proposal drafted; Plan adopted;
	16.3. Procure works and equipment	Contracts	Secretary General, Deputy Secretary General	Sector Director/ Head of IT Department / Head of Public Procurement Department	Budget	According to Public Procurement Plan for current year	Implementation of annual plan and Public Procurement Plan
	16.4. Carry out works, install equipment	Equipment	Sector Director/ Head of IT Department	Maintenance and servicing staff, outsourced staff	Donation	According to schedule provided by annual plans	Reports by maintenance and servicing staff
<b>17.</b> <b>Major and regular maintenance of buildings, installations, infrastructure equipment and facilities</b>	17.1. Prepare multi-annual plan for major and regular maintenance of buildings, installations, infrastructure equipment and facilities, (2011-2015)	Multi-annual plan	Secretary General	Sector Director/Head of Planned Maintenance Department and Head of Technical and Regular Maintenance Department	Budget	In line with the plan	Proposal drafted Plan adopted

**SECTOR FOR ORGANISATIONAL AND ADMINISTRATIVE AFFAIRS:**  
**General Affairs Department, Public Procurement Department, Information Research and Library Department, and IT Department**

**SECTOR FOR PLANNED, TECHNICAL AND REGULAR MAINTENANCE:**  
**Planned Maintenance Department, Technical and Regular Maintenance Department**

<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	17.2. Prepare annual plans for major and regular maintenance of buildings, installations, infrastructure equipment and facilities	Annual plan	Secretary General	Sector Director/ Head of Planned Maintenance Department and Head of Technical and Regular Maintenance Department	Budget	In line with the plan	Implementation of annual plan and Public Procurement Plan
	17.3. Procure services, works and equipment	Contracts	Secretary General	Sector Director/ Head of Planned Maintenance Department and Head of Technical and Regular Maintenance Department	Budget	In line with the plan	Implementation of annual plan and Public Procurement Plan
	17.4. Carry out works, render services, install equipment, commissioning	Equipment Design documents	Sector Director/Department Head	maintenance and servicing staff, outsourced staff	Budget	According to schedule provided by annual plans	Maintenance and servicing staff reports, verified compliance and obtained approvals for design documents, interim and final invoices, certificates of use

**SECTOR FOR FINANCIAL AND MATERIAL AFFAIRS**

<b>SECTOR FOR FINANCIAL AND MATERIAL AFFAIRS</b>							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
1. <b>Ensure material preconditions for NARS Service operations</b>	1.1. Ensure material preconditions for NARS Service operations	NARS Service operations running smoothly	Secretary General, Deputy Secretary General	Sector Director/employees	Appropriate organisational and HR capacities	Continually	Sufficient funds
2. <b>Improve organisation of Sector operation</b>	2.1. New work organisation Sector automation	More efficient and effective Sector operation;	Secretary General, Deputy Secretary General	Sector Director and HR Department Head	Budget	Continually	New methods and approaches to work;  Amended/new Systematisation
	2.2. New organisational structures (certain jobs abolished and new jobs created);	Improved budget planning;  Financial operations in line with the Law;  Technological innovations;	Secretary General, Deputy Secretary General	Sector Director / HR Department Head	Systematisation Secretary General Administrative Committee (approval)	On adoption of relevant bylaw	New organisational design of Sector
	2.3. Fill newly created jobs;	Internal and external recruitment	Secretary General, Deputy Secretary General	Human Resources Department in cooperation with Sector Director	HR plan	In line with the deadline specified by Secretary General's decision	HR vacancies filled /Sector vacancies unfilled
	2.4. Written procedures (internal procedures within Sector and external procedures regarding other organisational parts of NARS Service);	Improved communications within both Sector and NARS Service;  More efficient monitoring of individual performance;	Secretary General, Deputy Secretary General	Sector Director	Budget, donations	By end of 2011	Number of written procedures, instructions, etc.

**SECTOR FOR FINANCIAL AND MATERIAL AFFAIRS**

SECTOR FOR FINANCIAL AND MATERIAL AFFAIRS							
<b>TASK</b>	<b>ACTIVITIES</b>	<b>EXPECTED OUTCOMES</b>	<b>RESPONSIBLE PERSON FOR SUPERVISION</b>	<b>RESPONSIBLE PERSON /IMPLEMENTING SERVICE / ACTIVITIES</b>	<b>NECESSARY RESOURCES / PREREQUISITES</b>	<b>TIMEFRAME</b>	<b>RESULTS INDICATORS (IMPACT)</b>
	2.5. Sector employees learn and develop	Identify training needs;  On-the-job learning;  Seminars and trainings;  Study trips;  Evaluation of trainings and development;	Secretary General, Deputy Secretary General	Sector Director and Head of HR Department	Budget (Education plan) and donations	Continually	Number of trainings  Number of employees involved in trainings  Evaluation reports by HR Department