# LIFELONG LEARNING

## COURSES IN THE FIELD OF PUBLIC POLICY AT THE FACULTY OF SCIENCES OF THE UNIVERSITY OF NOVI SAD

Novi Sad, 2021.

# PUBLIC POLICY MAKING AND ANALYSIS

**Better analysis**
**Better public decisions**
**Better society**
Interdisciplinary short cycle programs in public policy making and analysis
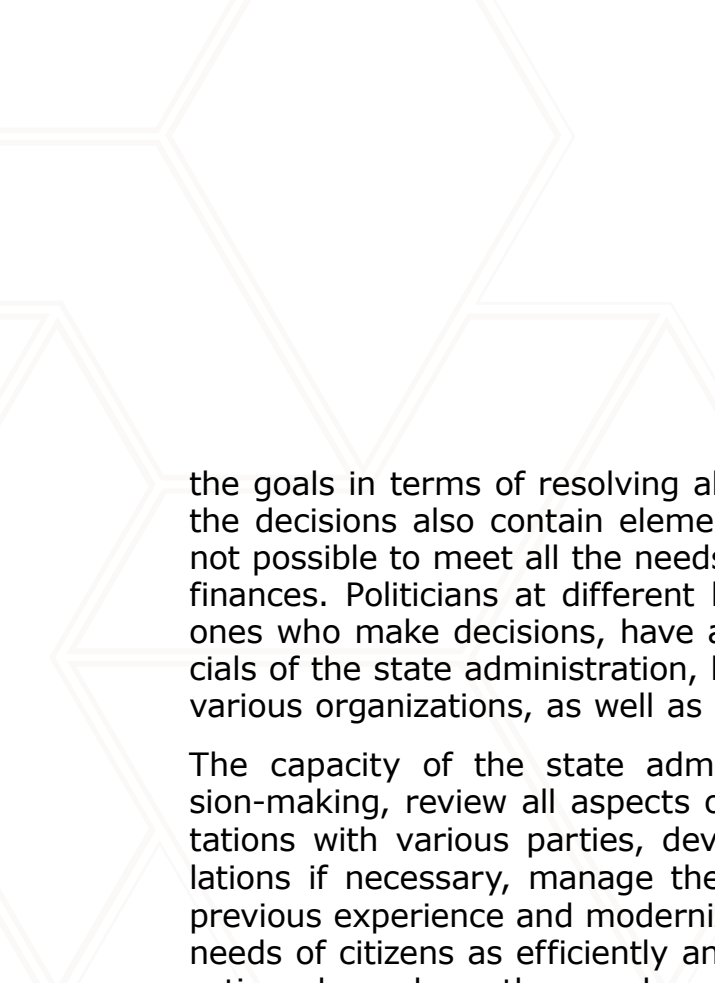
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# Lifelong Learning Courses in the Field of Public Policy Analysis at the Faculty of Sciences

## On the need for public policy analysis

Before the states, at different levels of government, there are many complex decisions on a daily basis that concern the well-being of the whole society, which we call public policy. The experience with the COVID19 epidemic has brought to the fore all the complexity of decision-making on a problem such as the protection of public health. Decisions made must be based on data and scientific knowledge. At the same time, focusing only on the health goal and introducing a measure of complete isolation and restriction of gatherings would threaten to jeopardize some other important goals. One of the possible consequences of reduced economic activity is the growth of poverty, social vulnerability, and at the macroeconomic level - a decrease in state budget revenues as a basic resource for various public policies, and above all for the fight against the epidemic.

To respond to a number of complex challenges of the modern age, such as economic development, environmental protection, resource management, public transport, education, public health, etc, it is necessary to attract and use a wide range of professional knowledge and information. In addition to the complexity of the problems themselves, on many of these issues, although of general interest, there are different groups with their own private interests that can be opposed, and they need to be considered and taken into account when making decisions. Then, as a rule, the funds for achieving

the goals in terms of resolving all issues of general interest are limited and the decisions also contain elements of choice or prioritization because it is not possible to meet all the needs of society from the point of view of public finances. Politicians at different levels of government, who are usually the ones who make decisions, have at their disposal the support of expert officials of the state administration, but also the opportunity to consult citizens, various organizations, as well as experts, researchers, scientists.

The capacity of the state administration to professionally support decision-making, review all aspects of the problem, organize necessary consultations with various parties, devise public policy measures, prepare regulations if necessary, manage the implementation of strategies, learn from previous experience and modernize processes so they would understand the needs of citizens as efficiently and as good as possible, as with any organization, depends on the people employed, their knowledge, skills, expertise.

Evidence-based policy making is considered the best practice in terms of how to create and implement public policies in public administration and is the standard to which all developed democratic societies aspire. The process of digitalization that takes place within public services and public administration, but also beyond, provides additional opportunities in terms of availability of increasing amounts of data that can be used to more efficiently solve problems of importance to society, for which until recently statistics collected by census or surveys were mostly used. Various types of big data are now available that can be used for better decisions and better management in the public sector. In addition, methods based on randomization, i.e. randomly selected treatment and control groups, taken from medical research, have become the gold standard in testing the effects of public policy measures before they are implemented in the entire population.

Furthermore, solving most of the problems that concern the whole society and are decided in the public sector requires the inclusion of knowledge from various fields. In addition to educated civil servants, systematic involving scientists in decisions in the area of public policy has become
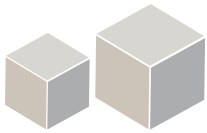
increasingly important. Namely, in addition to their natural orientation towards expanding knowledge about the world around us, the social impact of scientific discoveries is increasingly valued in the sense that researchers and scientists from various fields are encouraged to contribute to public policies with their discoveries (in July 2020 the European Commission published *Science for policy handbook,* https:/ cdn4.euraxess.org/worldwide/australia-nz/european-commissions-science-policy-handbook-published).

Finally, a comprehensive public administration reform, including a component related to policy making and quality of regulations, was launched in 2014, in the Republic of Serbia. The reform of planning and policy coordination implemented so far, based on the Law on the Planning System of the Republic of Serbia and accompanying bylaws, has created a formal need for new skills and competencies in public administration at all levels of government. As a legacy from previous times, the state administration inherited a bureaucratic culture, and its employees - civil servants, as a rule, are not educated for analytical and other jobs that are necessary for creating public policies. Unlike the bureaucratic culture in which the emphasis is on the administration itself and the processes in it, the changes in the public sector that have taken place throughout the European Union in the last decade are driven by the idea of organizing the administration in a way that focuses on the well-being of citizens and the quality of public services. The same principle is the declared goal of public administration reforms in the current period.

With the desire to contribute to the development of modern education in the field of public policy, following the example of leading European universities, the European Union has supported the project Interdisciplinary short cycle programme in the field of policy making and analysis (abbreviated PPMA) within the Erasmus + KA2 program. The main goal of the project is the development of dozens of new subjects and teaching within interdisciplinary courses in the field of public policy at universities in Serbia. An additional goal is to create a network of experts who deal with the analysis of public policies in Serbia and the region.

# Who are
## the courses for?

Policy analysis courses can be useful to anyone who has a desire to contribute to the well-being of the community and who is interested in issues of general interest. They are intended for academic citizens who want to participate in the preparation of government strategies, local government development plans or contribute to the preparation of regulations in certain areas such as agriculture and food, environment, science and technological development and economic development.

The selection and content of the courses are designed to appeal to professionals who have a bachelor's degree, experience in working with public administration or a desire to improve in this career direction. In addition, the courses can be attended by students of academic studies and in that way expand the set of their competencies that will enable them easier entry into future jobs. Also, courses can be attended by researchers and scientists from various fields who want to master the methodology for achieving the impact of their research on important social decisions.

The knowledge acquired in the offered courses will contribute to the competence of employers' institutions in the public as well as in the non-governmental, academic research and private sector.

# How and where are the classes conducted? Form of education – lifelong learning

The Faculty of Sciences of the University of Novi Sad has developed courses that will be offered as part of lifelong learning that will provide students with modern knowledge and develop additional competencies needed for policy analysis in the function of better decision-making.

The realization of teaching in courses is possible in two ways. The first way is realized through face-to-face contact classes in modernly equipped classrooms or within an organization that wants to enable employees to attend courses and trainings. Another way is online teaching which is organized on platforms intended for learning and with the help of appropriate software (Moodle and Webex) as well as with the help of benefits offered by a specially equipped classroom for distance learning at the Rectorate of the University of Novi Sad. Regardless of the method of implementation, intensive interaction with lecturers will be enabled.

The participants choose the courses they are interested in. At the end of the course, participants pass an appropriate test of knowledge and if they pass that test, they receive a certificate from the Faculty of Sciences, which confirms that they have knowledge from a given discipline. Each course is evaluated with the appropriate ECTS and the number of teaching hours is determined for each. There are currently seven courses on offer, which are presented below.

Teaching dates will be defined within each individual call for enrolment or defined in agreement with the registered candidates. Classes are adapted to study with regular employment and take place in the evening and on Saturdays. Classes can be organized within working hours if they are realized through an agreement with one employer who prefers such conditions.

# Combining courses in thematic short trainings

In addition to the possibility of attending individual courses, there is the possibility of conducting short trainings that include content from different areas as a set of related courses. Short training programmes are formed based on the interest of the group of participants and/or the employer's organization. Within the short trainings, the number of points was reduced, as well as the number of teaching hours for individual courses in relation to the situation in which they are conducted individually. This is why there are two values for the number of classes and the ECTS value for each course description in the catalogue. There is a possibility to combine individual courses into short training programmes which, in addition to the courses organized by the Faculty of Sciences, UNS, also contain courses organized by the University of Belgrade and the University of Niš.

Below are three recommended short trainings. These are short trainings FUNDAMENTALS OF PUBLIC POLICIES, PUBLIC POLICY ANALYSIS and METHODS FOR DATA ANALYSIS FOR BETTER PUBLIC SECTOR RESULTS.

**Short training - FUNDAMENTALS OF PUBLIC POLICIES**
consists of the following courses:

| Course | The number of classes | ECTS |
|---|---|---|
| DATA IN PUBLIC POLICIES | 20 | 2 |
| INTRODUCTION TO APPLIED PUBLIC POLICIES | 15 | 2 |
| Total: | 35 | 4 |

**Short training - PUBLIC POLICY ANALYSIS**
consists of the following courses:

| Course/module | The number of classes | ECTS |
|---|---|---|
| QUANTITATIVE METHODS IN PUBLIC POLICIES | 20 | 2 |
| PUBLIC POLICY ANALYSIS | 20 | 2 |
| PUBLIC POLICIES IN THE FIELD OF AGRICULTURE AND FOOD | 15 | 2 |
| ENVIRONMENTAL PROTECTION POLICY | 15 | 2 |
| Total: | 70 | 8 |

**Short training - METHODS FOR DATA ANALYSIS FOR BETTER PUBLIC SECTOR RESULTS**
consists of the following courses:

| Course/module | The number of classes | ECTS |
|---|---|---|
| QUANTITATIVE METHODS IN PUBLIC POLICIES | 20 | 2 |
| BIG DATA METHODS IN PUBLIC POLICIES | 20 | 2 |
| Total: | 40 | 4 |

# How to apply?

An individual application can be submitted on the basis of a published call or outside a published call (on one's own initiative). When it comes to self-initiated applications, classes are organized when there are at least 5 registered candidates in agreement with the candidates. An interested institution wishing to conduct employee training may file an institutional application for its employees.

Applications or additional questions can be sent to the e-mail address: ppma.
prijave@pmf.uns.ac.rs. For institutional applications, please contact the co-
ordinator of the lifelong training programme in the field of public policy at
the e-mail address: jasna.atanasijevic@dmi.uns.ac.rs.

The individual application should include a completed application form which
can be found at PPMA UNS Formular za prijavu. In the case of a self-initi-
ated application of an individual or institution, the application should also
contain a list of courses in which there is interest.

Candidate selection is done on the basis of application and interview with
the candidate. The selection is performed by a three-member commission
consisting of Faculty of Sciences teachers who participate in teaching the
offered courses.

The criteria for selecting candidates consist of the following: relevant work
experience (25 points), motivation (25 points), analytical skills (25 points),
social engagement (25 points).

In case too many candidates are registered in relation to the maximum
number of participants in one cycle (20), as well as in case of a large va-
riety of profiles of registered participants, there is a possibility for the en-
rolment commission to organize a general public policy test for registered
candidates. The test results will be used to select candidates and match
the level of participants in one group. In case an entrance test is used in
the selection, the test result is added to the previously defined four criteria
and each then carries 20 points.

In addition to the above criteria, gender balance and inclusion of vulnerable
groups and minorities will be taken into account when enrolling candidates.

Detailed rights and obligations regarding lifelong learning as well as the
technical procedure of enrolment are contained in the Rulebook on life-
long education of the Faculty of Sciences, University of Novi Sad (at the
address: https:/ ppma.pmf.uns.ac.rs/sr/programi-celozivotnog-ucenja/ pro-

grami-univerziteta-u-novom-sadu/) as well as in the general acts of the faculty.

Additional information, as well as calls for applications for programmes that will be implemented under the Erasmus + project PPMA, can be found on the website https:/ ppma.pmf.uns.ac.rs/.

Funding for the courses can be provided from the project (e.g. Erasmus +), the institution where the participants are employed or by the participants themselves. Details regarding financing and prices are contained in the individual calls. When organizing classes based on received self-initiated applications, the price of the course or short training is determined in accordance with the number of registered/enrolled candidates.

COURSE TITLE:
**INTRODUCTION TO APPLIED PUBLIC POLICIES**
The number of classes: 30/15
Value expressed in ECTS points: 3/2

## Description:

The course Introduction to Applied Public Policies aims to enable participants to understand the concepts related to public policies and the place of public policies in the broader process of political decision-making and government, governance in public administration and social dynamics. This course, in addition to the basic theoretical framework, emphasizes practical aspects - from the place of public policy in the broader context of public administration reform in Serbia, through familiarization with public policy instruments, policy planning including understanding communities and networks relevant to the dynamics that is characterized by setting the agenda, planning and deciding on public policies. Special attention is paid to specifics in the implementation of public policies. Through the work of this course, which includes applied methods - discussions, case studies and many examples from practice, participants will gain the basics of critical thinking on complex social issues and understand the importance and basic elements of public policy analysis. The course is a kind of introduction for students and a prerequisite for the subject of Public Policy Analysis. Furthermore, this course is a guide for students in terms of choosing further subjects within life-long learning.

## Course content:

- Basic concepts;
- Cycle of public policies: setting priorities, public policy making, decision making, implementation, evaluation;
- Institutional framework and stakeholders;
- Public Policy instruments: regulation versus other instruments (distributive, organizational, informational, behavioural);
- Styles in public policies, dynamics and change.

## Who is it for?

Public sector employees at various levels of government; researchers and scientists interested in contributing to decision-making on issues of public interest, employees of non-governmental organizations studying and advocating various development policies, employees of companies in public sector relations, final year undergraduate students and master's students.

## Prerequisites required:

No special prior knowledge is required for this introductory course.

## Implementers:

**Course leader:** Dr. Jasna Atanasijević

**Guest lecturers:** Bojana Tošić, Ognjen Bogdanović

COURSE TITLE:
**DATA IN PUBLIC POLICIES**
The number of classes: 50/20
Value expressed in ECTS points: 5/2

## Description:

Data-based decision-making is the basis of any good decision-making. Therefore, understanding the data is a necessary condition for the application of this principle. Within this course, participants will, on the one hand, get acquainted with the types of data as well as criteria for assessing their quality, and on the other hand will gain knowledge about different data sources and possibilities of their use in different policy areas. They will also be able to independently find data in various formats and prepare them for use using the appropriate software. The way of working will be largely harmonized with the prior knowledge that the participants have, as well as their interests and needs.

## Course content:

- Data types: one-dimensional, multidimensional, time, panel;
- Data and measurement scales: nominal, ordinal, interval and ratio data.
- Methodologies of data collection;
- Data presentation: tabulation, basic indicators (centeredness measures and dispersal measures), visualizations;
- Data quality: data pre-processing, missing data and outliers;
- Data sources: official statistics, administrative data, open data, surveys...;
- Census vs. sample: advantages and disadvantages of census and different types of samples (probable vs. improbable);
- Data producers in the Republic of Serbia: the Statistical Office of the Republic of Serbia, the National Bank, the Serbian Business Registers Agency (SBRA), ministries, local self-governments, and other state institutions;
- International data producers: EUROSTAT, World Bank, OECD, UN and others.

## Who is it for?

Everyone who wants to understand the sources and importance of different data in decision making.

## Prerequisites required:

Basic digital literacy (using the Internet and the basics of Excel).

## Implementers:

**Course leaders:** dr. Zorana Lužanin, dr. Andreja Tepavčević

**Guest lecturers:** Dijana Ilić Zogović, Svetlana Aksentijević

# PUBLIC POLICY ANALYSIS

The number of classes: 50/20
Value expressed in ECTS points: 5/2

## Description:

In order to achieve the best possible outcomes in solving problems of interest to society, good practice requires that participants in the decision-making process rely on available existing knowledge and additional analysis. The area of public policy analysis offers a methodological framework for incorporating expertise and a systematic approach in terms of an objective critical view of a specific problem and how to solve it with the help of available state intervention instruments. The Public Policy Analysis course aims to enable students to critically consider various problems in the field of public policy, relying on basic concepts from economics and domain knowledge in the relevant field of public policy. Through basic methodological principles and the use of research methods, participants will understand how to structure the problem, define different options in terms of public policy measures, design indicators and a framework for monitoring and evaluation. In addition, the course aims to enable participants to design an analysis, select the appropriate method for analysis, collect data, conduct an analysis and write an analysis report.

## Course content:

- The place of public policy analysis in the policy-making process;
- Economic explanation of state intervention;
- The most common criteria for assessing the effects of public policies;
- Defining the problem;
- Predicting the outcome of alternative policy options;
- Recommending the best option;
- Monitoring the effects of public policy implementation, different types of effects and indicators;
- Public policy evaluation;
- Presentation of arguments;
- Communicating public policy analysis: different typical formats of written communication, oral communication to different users of analysis.

## Who is it for?

Public sector employees at different levels of government; researchers, scientists interested in contributing to decision-making on issues of public interest, employees of non-governmental organizations, employees of companies in public sector relations, students.

## Prerequisites required:

Prior knowledge of the basics of public sector economics is desirable. If the participants do not have prior knowledge, the course will be expanded to topics in this area. It is desirable that the participants have previously attended the courses Introduction to Applied Public Policies and Data in Public Policies.

## Implementers:

**Course leaders:** dr. Jasna Atanasijević, dr. Branko Radulović

**Guest lecturer:** Jelena Todorović

COURSE TITLE:
**QUANTITATIVE METHODS IN PUBLIC POLICIES**
The number of classes: 50/20
Value expressed in ECTS points: 5/2

## Description:

The availability of a large amount of data raises the question of how to draw a relevant conclusion from them. Various statistical analyses, primarily of numerical data, make up this course. Through relevant examples in the field of public data, students will master the concepts of correlation and causality of phenomena, will be able to independently with the use of appropriate software conduct basic factor and regression analysis, as well as to present the results and conclusions in a clear and concise manner. In addition, participants will understand on the one hand how good analysis and visualization enable the understanding of the observed phenomenon, and on the other hand they will be able to recognize the dangers lurking from wrong analyses or conclusions. The way of working will be largely harmonized with the prior knowledge that the participants have, as well as their interests and needs.

## Course content:

- Basic statistical indicators of numerical data (centeredness measures and scattering measures);
- Data visualization;
- Correlation and causality;
- Factor analysis;
- Single and multiple regression analysis;
- Cluster analysis.

## Who is it for?

Students who want to get acquainted and master the basic concepts of qualitative analysis.

## Prerequisites required:

Content of the course Data in public policies and basic knowledge of Excel.

## Implementers:

**Course leaders:** dr. Andreja Tepavčević, dr. Zorana Lužanin

**Guest lecturers:** Dijana Ilić Zogović, Svetlana Aksentijević

COURSE TITLE:

# PUBLIC POLICIES IN THE FIELDS OF AGRICULTURE AND FOOD

The number of classes: 30/20
Value expressed in ECTS points: 4/2

## Description:

Thanks to its geographical position and natural resources for Serbia and the Western Balkans region in general, agriculture and food production are traditionally and strategically one of the pillars of development. Public policies in these domains largely determine the degree of utilization of available resources and the contribution of this sector to economic development, the creation of gross domestic product, the balance of foreign trade and other indicators of socio-economic development. In addition, public policies in the field of agriculture and food indirectly have a significant impact on other areas of sustainable socio-economic development such as environmental protection and climate change, consumer health and population health status, demographic trends and activity structure of the population and others. The Agriculture and Food Policy course will enable participants to recognize, understand, analyze and plan instruments of public policies in the field of agriculture and food, as well as to see the possibilities and means for their implementation.

## Course content:

- Overview of areas targeted by agricultural and food policies;
- Institutional framework and stakeholders in Serbia and worldwide;
- Development phases of public agricultural and food policies in Serbia and their outcomes;
- Strategic and international frameworks relevant to public agricultural and food policies;
- Common agricultural policy and other policies in EU countries;
- Public policy measures in Serbia - overview of measures: regulatory measures, direct payments (premiums, incentives, recourses), financial incentives, institutional support, information support, support for organization and association and others;
- Public policies of agriculture and food in Serbia - public policy measures in key areas of intervention: improving competitiveness, preserving the environment, improving income, local rural development strategies, creation and transfer of knowledge, food safety;
- A comparative overview of strategies and policies related to agriculture and food in the world;
- Identification of omissions, failures and insufficiently regulated areas in the domains of agriculture and food in Serbia and analysis of possible improvement options.

## Who is it for?

Employees in state administration and local self-government, political activists, students, lecturers, employers, consultants, citizens.

## Prerequisites required:

Desirable general background or experience in the area of public policy.

## Implementers:

**Course leader:** dr. Jasna Mastilović

**Guest lecturer**: Darinka Radojević

COURSE TITLE:
## ENVIRONMENTAL PROTECTION POLICY
The number of classes: 30/20
Value expressed in ECTS points: 3/2

## Description:

Modern society long ago reached the point where environmental protection and sustainable development have become imperative for the further development of society. Various environmental policies have been defined at the global, national and local levels. Environmental protection is integrated into the legal framework of many countries, but the basic problem has become the implementation of policy, as well as monitoring the effectiveness of defined measures. The aim of the course is to acquaint students with environmental policy, the process of its development and implementation, evaluation, as well as the behaviour of target groups. The student will be able to identify adequate instruments of environmental policy based on the expected effects, as well as its evaluation. He/she will develop a practical view of environmental policy through case studies and a critical analysis of policy implementation issues.

## Course content:

- Human-environmental interaction;
- National policy of the Republic of Serbia and institutional framework;
- Objectives of different environmental sectors in the Republic of Serbia;
- Needs analysis for the integration of environmental policy with other policies;
- Overview of environmental policy instruments and criteria for their selection;
- Application of command and control mechanisms and economic instruments;
- The importance of encouraging public policies for the application of voluntary environmental protection instruments in economic organizations;
- Partnership and involvement of stakeholders in the implementation of global environmental policy at the national level;
- Science in the context of environmental policy making;
- Evaluation of environmental policy;
- Selected case studies: analysis of applied environmental policy instruments and their relevance, coherence, effectiveness and efficiency.

## Who is it for?

Students, employees in the public sector (government organizations), other stakeholders in the implementation of environmental policy: members of non-governmental organizations and citizens' associations, representatives of the business and industrial sector, employees of scientific and technological institutions.

## Prerequisites required:

Desirable general background or experience in public policy.

## Implementers:

**Course leaders:** dr. Milena Bečelić-Tomin, dr. Srđan Rončević

COURSE TITLE:
**BIG DATA METHODS IN PUBLIC POLICIES**
The number of classes: 30/20
Value expressed in ECTS points: 3/2

## Description:

The aim of the course is to develop a set of skills for working with data sets that are available in the modern world. It is designed according to the principle of "hands-on" training on real micro-data. The main goal is to apply new techniques to policy analysis by using and combining large sets of heterogeneous data from a variety of sources. The course consists of lectures and real-world examples, with appropriate technical details of machine learning, visualization and data analysis. During the course, participants will also be introduced to the Python programming language. The way of working will be largely harmonized with the previous knowledge that the participants have, as well as their interests and needs.

## Course content:

- Introduction to data analysis in public policies;
- Python;
- Big data sets;
- Data and public policies;
- Machine learning;
- Text analysis;
- Bias in machine learning;
- Data visualization techniques;
- Errors and methods for evaluating machine learning models;
- Ethics and privacy in data collection and analysis processes.

## Who is it for?

Students, employees in the public sector (government organizations), other stakeholders in the implementation of environmental policy: members of non-governmental organizations and citizens' associations, representatives of the business and industrial sector, employees of scientific and techno-logical institutions.

## Prerequisites required:

Basics of statistical reasoning.

## Implementers:

**Course leaders:** dr. Nataša Krejić, dr. Miloš Savić

# Implementers

**Dr. Jasna Atanasijević** is an associate professor at the Faculty of Sciences, University of Novi Sad. She realizes courses in the fields of economics and finance. In the period from 2014 to 2018, she was the first director of the Government of the Republic of Serbia Public Policy Secretariat. She designed and implemented planning reform in the state administration within the broader Strategy of Public Administration Reform, including the adoption of the Law on the Planning System of the Republic of Serbia.

**Dr. Andreja Tepavčević** is a full professor at the Faculty of Sciences, University of Novi Sad. She is engaged in several master's academic studies in Applied Statistics within the Centre for Applied Statistics of the University of Novi Sad and teaches Mathematical and Statistical Methods in Biological Research in doctoral studies in biology and ecology at the Faculty of Sciences. She is the author of over 100 scientific papers and several textbooks.

**Dr. Zorana Lužanin** is a full professor at the Faculty of Sciences, University of Novi Sad. She is engaged in the subjects Econometrics, Mathematical Models in Economics, Modelling Seminar, Introduction to Linear Models, Complex Linear Models and Bayesian Statistics in Master's Academic Studies. Her research is focused on mathematical modelling and didactics of mathematics teaching. She was State Secretary at the Ministry of Education, Science and Technological Development (2014-2016).

**Dr. Jasna Mastilović** is a scientific advisor at the Scientific Institute for Food Technologies of the University of Novi Sad and a professor at the University of East Sarajevo, Bosnia and Herzegovina and the University of Donja Gorica in Podgorica, Montenegro. In addition to scientific research and teaching activities, she is engaged in the development and implementation of strategic and regulatory documents in the field of agriculture and food, defining and monitoring public policy measures and implementing projects aimed at development in agriculture, food and rural development in the country and region. She has managed numerous interdisciplinary projects, and she is the author of over 150 scientific papers and close to 500 communications in the fields of agriculture and food.

**Dr. Srđan Rončević** is a full professor at the Faculty of Sciences, University of Novi Sad. He implements several courses with a focus on the basics and technologies of environmental protection. He is a co-author of 2 university and 7 auxiliary textbooks. Research and scientific activities are focused on chemistry and environmental technology, with a special interest in water, sediment and soil remediation technology. He participated in the realization of more than 60 projects and studies in the field of en-

vironmental protection, as well as in the development of strategic documents in the field of environmental protection. He is a member of the commission for chemistry of the Institute for Standardization of Serbia.

**Dr. Milena Bečelić-Tomin** is a full professor at the Faculty of Sciences, University of Novi Sad. Independently and in cooperation, she realizes several courses with a focus on managing and monitoring the state of the environment. She has participated in more than 30 projects funded by national institutions and 6 international projects. She actively participates in the work of the Ministry of Environmental Protection of the RS in the development of bylaws in the field of water protection and documents intended for negotiations in the field of environment for Serbia's entry into the EU. She participated in the implementation of programmes for the wider community in order to raise the capacity and knowledge of stakeholders in the field of water protection from pollution.

**Dr. Nataša Krejić** is a full professor at the Faculty of Sciences, University of Novi Sad. Her field of scientific work is numerical optimization, and she teaches in master programmes in applied mathematics and doctoral studies in mathematics.

**Dr. Miloš Savić** is an associate professor at the Faculty of Sciences, University of Novi Sad. The area of his scientific work is data analysis and machine learning, and he teaches in undergraduate and master programmes in computer science and information technology and doctoral studies in informatics.

**Bojana Tošić**, the Director of the Government of the Republic of Serbia Public Policy Secretariat has more than 10 years of experience in the field of regulatory reform, public administration reform and public policy management. She has participated in the drafting of numerous regulations, studies and reports for both the public and private sectors. She has extensive experience in coordinating public policies and results-based management, which she applied in establishing and successfully managing the Action Plan for the implementation of the Government Programme from 2015 to 2020.

**Dijana Ilić Zogović** a graduate economist, she is an assistant director of the Government of the Republic of Serbia Public Policy Secretariat. She has had a professional twenty-five-year career in the public sector, in the field of applied economic research and analysis in the process of preparing planning documents. She is the national coordinator of the preparation of the Economic Reform Programme, the most important strategic document in the economic dialogue with the European Commission, as well as the coordinator of the Action Plan for the implementation of the Government Programme.

**Svetlana Aksentijević**, Head of the Department for Economic Analysis in the Government of the Republic of Serbia Public Policy Secretariat. She has many years of experience in making economic analyses, especially analyses in the field of employment policy. She performs analytical support in the process of strategic planning, with special emphasis on monitoring the effects of public policies and decision-making based on data.

**Jelena Todorović** is a graduate lawyer, senior advisor in the Government of the Republic of Serbia Public Policy Secretariat, head of the Group for Innovations in Public Policies. Jelena has ten years of experience in public administration, regulatory and public administration reform and has participated in the preparation of strategic documents.

**Darinka Radojević** is the Head of the Department for Support to Public Policy Management and Coordination of Monitoring the Implementation of Government Priorities. She has many years of experience in strategic planning with special expertise in the field of sustainable development, environmental protection and climate change.

**Ognjen Bogdanović** is the Head of the Department for Quality Assurance of Regulations and Effect Analysis in the *Public Policy* Secretariat of the Republic of Serbia. He has many years of experience in improving the quality of regulations, planning documents and impact analysis.