



PROGRAM OF THE DEVELOPMENT  
OF THE INSTITUTE FOR STANDARDIZATION OF SERBIA



**Publisher**

Institute for Standardization of Serbia (ISS)  
Stevana Brakusa No. 2, 11000 Belgrade

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[wallpaperaccess.com/rainy-nature](http://wallpaperaccess.com/rainy-nature)

**Printed by**

Winning d.o.o. Belgrade

**Circulation**

200

Belgrade, February 2022

# PROGRAM OF THE DEVELOPMENT OF THE INSTITUTE FOR STANDARDIZATION OF SERBIA



2022-2024.



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## INTRODUCTORY REMARKS

By the end of 2020, the Institute for Standardization of Serbia coordinated and developed its activities in accordance with the goals set in the Strategy for Improving the Quality Infrastructure System in the Republic of Serbia for the period 2015-2020 and in the Strategic Plan for the Adoption of Standards for 2019-2021. The ISS management concluded that for the future ISS activities it is necessary to draft a new strategic document for a period of at least three years, which will include the process of development and adoption of Serbian standards, increase the number of standards published in Serbian, improve cooperation with the interested parties, and at the same time with the continuous development of Internet business, digitization of processes and documents, continuous improvement of IT equipment and maintaining business continuity and a high level of security. In addition, the future development of the Institute should include cooperation with national standardization bodies of other countries, primarily in the region, as well as maintaining full membership of the Institute in international and European organizations for standardization.

For the purposes of drafting this strategic document, an analysis of the laws and regulations defining its drafting, current strategies adopted by the Government of the Republic of Serbia, as well as the strategy of international and European standardization organizations covering the next three years was performed. This standardization strategy development program is in line with the regulatory framework and principles of standardization set out in the WTO criteria and the European Standardization Regulation 1025/2012.



The documents and regulations analyzed in order to draft a strategic document of the Institute are: the Law on the Planning System of the Republic of Serbia ("Official Journal of the RS", No. 30/2018), the Industrial Policy Strategy of the Republic of Serbia from 2021 to 2030 and the Strategic Plan 2019-2021. For the purpose of determining the priorities, the following documents were used and analyzed: the Strategy for the Development of Tourism of the Republic of Serbia for the period from 2016 to 2025, the Strategy for the Development of Water Transport of the Republic of Serbia from 2015 to 2025, the Strategy for the Development of Energy of the Republic of Serbia until 2025 with projections until 2030 and the Strategy for Agriculture and Rural Development of the Republic of Serbia for the period 2014-2024. Also, the Sustainable Development Goals of the United Nations and international and European strategic documents in the field of standardization were taken into consideration, such as the CEN and CENELEC 2030 Strategy, ISO 2030 Strategy, IEC Masterplan for 2019-2021, Impact of standards on the Belgian economy, but also the recommendations of the newly formed Quality Council, as an expert advisory body for development in the field of quality infrastructure in Serbia.

*Activities, necessary resources and ways of monitoring the implementation of this program of development of the Institute will be determined in a separate Action Plan.*

The Program of the development of the Institute for Standardization of Serbia was adopted by the ISS Managing Board at its 165th session held on 25 February, 2022.



## I CONTEXT

The Program of the Development of the Institute for Standardization of Serbia in the period 2022-2024, is based on the needs of continuous modernization of the work processes, as well as on the analysis of the requests of the interested parties (primarily industry representatives – both large companies and MSMEs<sup>1</sup>, professional organizations and associations) and the EU Commission Progress Report on the Accession Process for the Chapter 1 of the Negotiations – Free Movement of Goods. In addition, the cooperation of the Institute with higher education and research institutions, the relation among innovation, research and development with standards, the experience of national standardization bodies of the most developed countries and all other aspects important for the development of national standardization body and national quality infrastructure in the Republic Serbia, were taken into account. The global framework of this development program is a strategy that promotes health and education, reduces inequalities, stimulates economic growth while combating climate change in line with the 17 UN Sustainable Development Goals.

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<sup>1</sup> Micro, small and medium enterprises and entrepreneurs



**Activities** of the Institute for Standardization of Serbia (hereinafter Institute) include the work related to the adoption of Serbian standards and related documents, as well as other activities related to standards and standardization determined by Article 7 of the Law on Standardization („Official Journal of RS”, No. 36/09 and 46/15), Article 6 of the Decision Amending the Founding Act of the Institute for Standardization of Serbia („Official Journal of RS”, No. 93/15 and 27/16) and Article 10 of the Statute of the Institute for Standardization of Serbia („Official Journal of RS”, No. 29/17).





**Mission** of the Institute is that through the cooperation of all interested parties in the adoption and implementation of standards and participation in international and European standardization, contribute to the improvement of living conditions.

**Vision** of the Institute is to enable the successful operation of the economy and the development of society as a whole in order to achieve competitiveness in the national and European markets, balanced economic growth, promote health and safety and achieve a sustainable future.

## II GENERAL GOAL

**General goal** of the Institute is the design of an improved system of national standardization that will successfully meet the needs and expectations of the economy, founders and members of the Institute, as well as all other interested parties in the Republic of Serbia, while successfully maintaining full membership in international and European standardization organizations.





### III SPECIFIC GOALS

- 1 Maintaining full membership status in the International and European organizations for standardization and providing access to Serbian standards
- 2 Increasing the number of experts in the technical bodies
- 3 Improving the administrative capacity
- 4 Improving ISS services
- 5 Improving relevance
- 6 Modernizing ICT system

## **1 Maintaining full membership status in the International and European organizations for standardization and providing access to Serbian standards**

### **1.1 Adopting 30% of harmonized standards as Serbian standards in Serbian language**

### **1.2 Active participation in the development and adoption of the European and International standards**

### **1.3 Publication of Serbian standards in modern formats**

### **1.4 Organizing the 2023 CEN-CENELEC General Assembly**

#### **1.1 Adopting 30% of harmonized standards as Serbian standards in Serbian language**

This goal will be achieved through increasing the efficiency and effectiveness of the Institute's staff, using modern translation software, more intensive communication with members of the NTCs, successful implementation and repeated application for the FPA translation project of the European Commission and CEN/CENELEC, through the procurement of translations, from ministries, economic entities, as well as from own funds and in other available ways.

#### **1.2 Active participation in the development and adoption of the European and International standards**

When adopting standards, it is necessary to take into account the suggestions and interests of interested parties, the needs of legislators, regulatory plans and global trends, in order to adopt them in a timely manner and make available current standards for the economy, government and the community as a whole.



### 1.3 Publication of Serbian standards in modern formats

When publishing standards, it is necessary to follow the development of modern technologies and to monitor and research the needs of users. In order to properly respond to their expectations in terms of not only appropriate content, but also the most modern formats of standards, it is necessary to pay particular attention to this goal in the coming period.

Digitization is important not only for interoperability but also for enabling efficient and effective use of time to communicate with users instead of administration, which often becomes an end in itself. Publishing standards in modern formats enables machine-readable standards for translation, use of parts of standards and more interactive communication with users and experts.

### 1.4 Organizing the 2023 CEN-CENELEC General Assembly

In June 2023, the Institute will host the CEN-CENELEC General Assembly meeting, which brings together the highest representatives from 34 member countries. The organization of such an event requires long-term preparations and great commitment of all ISS employees.

As a full member of both organizations, the Institute equally participates in the consideration and decision-making that determines the direction of development of European, and thus mostly national standards, and which all members of these organizations are obliged to implement.

These meetings are an exceptional event for each national standardization organization that organizes it, i.e. for the countries they represent. It is an opportunity to raise the reputation of the host country, improve relations with national members of European standardization organizations and the countries they represent.

## 2 Increasing the number of experts in the technical bodies

### 2.1 Improvement of the openness and transparency principles

### 2.2 Organizing more trainings and round tables for NTC members

### 2.3 Improvement of the IT infrastructure

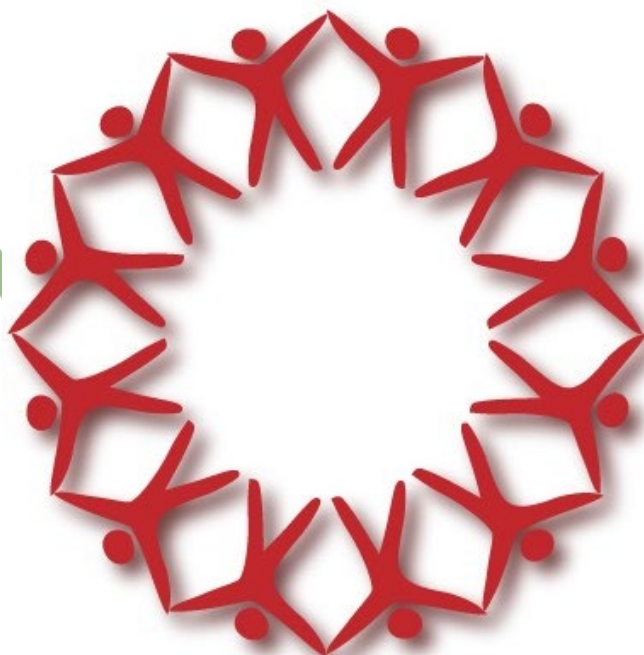
#### 2.1 Improving the openness and transparency principles

Strengthening national standardization is possible only with the active and continuous participation of domestic experts in NTCs. To ensure this, it is necessary to take action to increase the number of organizations whose representatives participate in the work of NTCs, with special emphasis on greater representation and balance of all economic entities as key interested parties in standardization. In addition, it is extremely important to increase the number of domestic experts participating in the work of technical working bodies of the International and European standardization organizations.



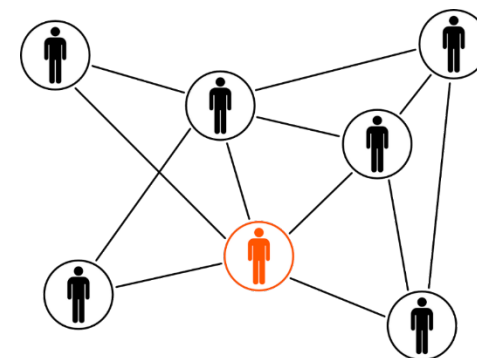
## 2.2 Organizing more trainings and round tables for NTC members

The Institute regularly holds trainings for new and existing members of the NTCs by organizing seminars and webinars every year. In accordance with the needs and interests, the Institute will develop new types of trainings, which in addition to informing about news in national, European and international standardization, will include specific topics of importance for further development. Also, organizing round tables is a good way to attract the attention of experts, but also of the general public to important issues related to the adoption of Serbian standards.



## 2.3 Improvement of the IT infrastructure

In line with modern trends, efforts will be made to simplify the administration system, increase information security and use computer resources so that they are available to employees, committee members and technical experts, in order to improve the process of adopting standards and modernization.





### **3 Improving the administrative capacity**

#### **3.1 Continuous improvement of employee competences**

#### **3.2 Improving the system for monitoring and evaluating the work results**

#### **3.3 Improving working conditions and financial status of employees**

#### **3.1 Continuous improvement of employee competences**

The employees of the Institute represent its greatest asset and value. Therefore, special attention is paid to the continuous development of human resources and raising the level of expertise of employees through regular professional development and implementation of relevant training. Annual updating of the list of employee competencies, as well as an increased focus on addressing the need for vocational training, will improve planning in order to strengthen the capacity and resources for the implementation of this important goal. It is also necessary to work on raising awareness of the need for work on personal development and mentoring with new employees.



### **3.2 Improving the system for monitoring and evaluating the work results**

In order to improve the management of knowledge and competencies and maximize the potential of all employees, the Institute has introduced a system for monitoring and evaluating the results achieved. The evaluation of the results of work is performed in accordance with the Rulebook on the evaluation of employees based on the evaluation of work performance adopted in 2022, which regulates the criteria as well as the evaluation procedure. In the upcoming three-year period, the procedure of assessing success and achievement in relation to the set individual goals will be applied at semi-annual intervals. In addition to the implementation of the procedure, through its analysis, the possibilities for improving the professional capacities of employees will be considered.

### **3.3 Improving working conditions and financial status of employees**

The Institute has adequate office space, technical and other capacities for performing basic activities and new services. In addition, the Institute has established a system of rewarding employees for additional engagement in the provision of services, which will increase the level of own source revenues, which also allows the payment of higher wages based on performance, in accordance with the law.



## 4 Improving ISS services

- 4.1 Further development of the educational services
- 4.2 Development of the technical assistance service
- 4.3 Development of the certification service
- 4.4 Promoting the application of the national mark of conformity



### 4.1 Further development of the educational services

The Institute will monitor the needs of its users and international trends in organizing professional training. The introduction of new specialist trainings, seminars and webinars, as well as the improvement of existing trainings, will strive to determine the best model of educational activities. This means expanding cooperation with existing lecturers and establishing new contacts with other experts who have relevant practical experience in applying different standards. We will work on the constant promotion of the benefits of participating in trainings and on contracting inhouse training adapted to groups of participants from the same organization.

### 4.2 Development of the technical assistance service

The Institute will strive to increase the number of clients who will use the professional assistance service for the application of standards through direct promotion of this service by contacting users (standard buyers and participants), special offers and promoting this service in other ways (through ISS News, social networks, various internet portals, etc.). In addition, the possibilities for direct exchange of information with clients, through modern applications and services, will be considered, in order to assess their needs. It is necessary to establish cooperation with experts, committee members and external lecturers at ISS seminars in order to engage them in the process of providing professional assistance to clients.



### 4.3 Development of the certification service

The Certification body of the Institute will develop a certification service by expanding accreditation for management systems, such as environmental protection, information security and safety and health at work in accordance with specific client requirements, all in order to apply standards in various organizations, from companies to MSMEs. Also, the Institute will develop certification services related to food safety, good manufacturing practice and the like. The results of these activities will be reflected in the increase in the number of clients and performed certification services, the recognizability of the Institute, as well as in the increase of income.

### 4.4 Promoting the application of the national mark of conformity

The national mark of conformity with Serbian standards is awarded according to the rules and procedures established on the basis of the Law on Standardization, the founding act and the Statute of the Institute. The application of the national mark of conformity with Serbian standards should convey a message from manufacturers and service providers about a high degree of reliability, quality and care for consumers, as well as market competitiveness. The use of the mark will affect fostering and increasing consumer confidence and the recognition of producers/market service provider.

In the next three years, it is necessary to focus on promoting this modern concept, improving professional and technical capacity, attracting customers and awarding the Mark of Conformity for at least 30 products or services.

**Photography author:** Nikolas Kosedis  
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## 5 Improving relevance

- 5.1 Development and implementation of the plan for improving communication with economic entities, state administration bodies, organizations operating in the fields of information and communication technologies, innovation
- 5.2 Involvement of interested parties such as researchers, innovators, consumer associations, etc. into the standardization process
- 5.3 Inclusion of standardization in the curricula of educational institutions
- 5.4 Improving cooperation with the Serbian Chamber of Commerce and the Serbian Chamber of Engineers
- 5.5 Increasing the number of ISS Assembly members





### **5.1 Development and implementation of the plan for improving communication with economic entities, state administration bodies, organizations operating in the fields of information and communication technologies, innovation**

After surveying the market and identifying the need to improve cooperation with partners, it is necessary to approach the further development of various forms of cooperation. The plan will provide a systematic approach, cunning action and coordinated activities for the continuous and timely exchange of information on important topics and innovations in national, European and international standardization and at the same time obtaining information on the needs of interested parties.

### **5.2 Involvement of interested parties such as researchers, innovators, consumer associations, etc. into the standardization process**

In order to improve the system of national standardization, which will enable the successful fulfillment of the needs and expectations of all interested parties, it is necessary to actively involve them in standardization activities. This will be achieved by performing the detailed survey of the existing

market participants and identification of all those who potentially have a common interest and can contribute in different fields of standardization.

### **5.3 Inclusion of standardization in the curricula of educational institutions**

The Institute has established long-term cooperation with several educational institutions, which will be further developed in the coming years through various activities. It will also establish cooperation with other educational institutions from all over the country. The conclusions of the workshop for higher education institutions, held in 2019, will be applied and the good practice of organizing trainings for students will continue, as well as involving students in the activities of international standardization organizations (ISO workshops, IEC Young Professionals project), with further consideration of other possibilities and advantages of using standards among students, who are future decision makers.

#### **5.4 Improving cooperation with the Serbian Chamber of Commerce and the Serbian Chamber of Engineers**

Considering that the Chamber of Engineers and the Chamber of Commerce and Industry of Serbia are associations whose goal is to provide support to their members, and consequently the development of the entire economy, it is necessary to have a strong connection between the Institute and these professional associations. This includes organizing trainings, round tables and similar events with topics in the field of standardization, in order to gather more experts to exchange information and develop national standardization.

#### **5.5 Increasing the number of ISS Assembly members**

Membership is extremely important for the Institute, especially having in mind that the Assembly of the Institute makes the most important decisions related to business in the field of standardization. Representatives of the Managing and Supervisory Boards are elected from among the members of the Institute in order to respect the principle of equal representation in accordance with the rules of European and international standardization. Membership in the Assembly of the Institute represents direct contact with interested parties and enables the influence of business, faculties and associations on the national standardization system. Therefore, it is necessary to constantly work on raising awareness of the importance of membership in the ISS Assembly and continuously improve the benefits for the members, in order to increase their number as well as their significance in the business activities of the Institute.



## 6 Modernizing ICT system

### 6.1 Modernizing IT systems and equipment

### 6.2 Continual improvement of the Data Management and Document Management Systems

### 6.3 Development and implementation of the Digital Communication Plan

#### 6.1 Modernizing IT systems and equipment

One of the priorities in the work of the Institute in the coming period is the continuous improvement of the quality and availability of modern IT equipment and tools for work. Continuous improvement of technical equipment will ensure full use of the potential of employees and achieve better results, as well as compatibility of the Institute with international and European standardization organizations. By modernizing and constantly updating the equipment, the Institute ensures the realization of planned activities and set goals.



## **6.2 Continual improvement of the Data Management and Document Management Systems**

In order to efficiently manage data and documents, it is necessary to constantly improve already established systems and regularly adapt to changes. Periodic review of system efficiency is needed to monitor the extent to which they meet current needs, in which segments improvements are possible and what needs to be anticipated and provided in order to respond to future user needs.

## **6.3 Development and implementation of the Digital Communication Plan**

The trend of digitization requires digital transformation of the standardization process, as well as other business processes performed by the Institute. Involving and hiring experts to create a modern digital communication plan will ensure maximum use of the website, social networks and other digital channels and communication platforms. Consistent and continuous implementation of the digital communication plan, in parallel with constant monitoring and evaluation of results, should enable successful digital transformation of all business processes in order to make work at the Institute even more efficient, effective, faster and safer, and in line with modern business trends.

# PROGRAM OF THE DEVELOPMENT OF THE INSTITUTE FOR STANDARDIZATION OF SERBIA



**CONTEXT**

- Activities
- Mission
- Vision

**GENERAL GOAL**

The general goal of the Institute is to build an improved and advanced system of national standardization that will facilitate successful fulfillment of the needs and expectations of the economy, founders and members of the Institute, as well as all other interested parties in the Republic of Serbia.

**SPECIFIC GOALS**

- 1 Maintaining full membership status in the International and European organizations for standardization and providing access to Serbian standards
- 2 Increasing the number of experts in the technical bodies
- 3 Improving the administrative capacity
- 4 Improving ISS services
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- 1.2 Active participation in the development and adoption of the European and International standards
- 1.3 Publishing Serbian standards in contemporary formats
- 1.4 Organization of CEN-CENELEC General Assembly

**2 Increasing the number of experts in the technical bodies**

- 2.1 Improvement of the openness and transparency principles
- 2.2 Organizing more trainings and round tables for NTC members
- 2.3 Improvement of the IT infrastructure

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- 6.3 Development and implementation of the Digital Communication Plan

**2022.**

**2024.**

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