



Republic of North Macedonia

Ministry of Finance

**2020 ACTION PLAN
FOR IMPLEMENTATION OF THE
PFM REFORM PROGRAMME**

June 2020

2020 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 1: Improved Fiscal Framework	
INDICATORS	TARGET FY2020
Establishment of Fiscal Council	Fiscal council established
Variance between tax revenue outturn and original budgeted	less than 9%
% of indicators and improved quality of statistical data produced	90%

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M1: Formulation, adoption and implementation of fiscal rules						
ACTIVITY Activity 1 (P1M1A1): Designing of fiscal rule and adoption of the fiscal rule legislation						
DELIVERABLES Fiscal rule legislation adopted						
INDICATORS a) Draft Fiscal rules design b) Adoption of the fiscal rule legislation			TARGET FY 2020 a) Fiscal rules legislation adopted b) Fiscal council established			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Designing of fiscal rule and adoption of the fiscal rule legislation	Q1 2018	Q4 2020				
SUB-ACTIVITY						
Adoption of legislation for prescribing fiscal rules. (The new Budget Law envisages provisions defining and regulating fiscal rules)	2019	2020	Ministry of Finance	Assembly	/	/
Adoption of legislation for institutionalizing the Fiscal Council. (The new Budget Law envisages provisions for establishment of a Fiscal Council.)	2019	2020	Ministry of Finance	Assembly	0* *operating costs of the Fiscal Council (after it becomes operational are estimated at EUR 165.000 yearly	National budget
TOTAL:					0	

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M2: Strengthening of forecasting						
ACTIVITY Activity 2 (P1M2A2): Strengthening the capacities for tax revenue planning						
DELIVERABLES Strengthened capacities for tax revenue planning						
INDICATORS a) Improved analytical capacities for tax revenue planning			TARGET FY 2020 a) Installed software b) Realized trainings c) New microsimulation models built			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Strengthening the capacities for tax revenue planning	Q1 2019	Q4 2021				
SUB-ACTIVITY						
Building up new micro-simulation models	Q3 2019	Q4 2020	MoF -	/	5.580 EUR= 343.350 MKD	National budget
TOTAL:						EUR 5.580
						MKD 343.350

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M2: Strengthening of forecasting						
ACTIVITY Activity 3 (P1M2A3): Creating procedures and operational framework for modelling related to tax revenue projections						
DELIVERABLES • Guidelines for short-term tax projection • Guidelines for medium-term tax projection						
INDICATORS a) Preparation of guidelines for short-term projection for direct and indirect taxation b) Preparation of guidelines for medium-term projection for direct and indirect taxation				TARGET FY 2020 a) Guidelines for short-term projection for direct and indirect taxation prepared b) Guidelines for medium-term projection for direct and indirect taxation prepared		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Creating procedures and operational framework for modelling related to tax revenue projections	Q1 2020	Q4 2021	MoF - Tax and customs policy department			
SUB-ACTIVITY						
Trainings	Q1 2020	Q4 2021	MoF - Tax and customs policy department		1.000 EUR = 61.500 MKD 0* *costs are included under the budget for activityP2M1A1	National budget IPA 2018 Twinning ProjectImproving Revenue Collection and Tax and Customs Policy
Preparation of tax revenue models for short and medium-term projection for direct and indirect taxation	Q1 2020	Q4 2021	MoF - Tax and customs policy department		5.580 EUR= 343.170 MKD 0* *costs are included under the budget for activityP2M1A1	National budget IPA 2018 Twinning ProjectImproving Revenue Collection and Tax and Customs Policy

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Further development of new simulation models	Q1 2020	Q4 2021	MoF - Tax and customs policy department	/	5.580 EUR= 343.170 MKD 0* *costs are included under the budget for activityP2M1A1	National budget IPA 2018 Twinning ProjectImproving Revenue Collection and Tax and Customs Policy
Preparation of tax revenue guidelines for short and medium-term projection for direct and indirect taxation	Q1 2020	Q4 2021	MoF - Tax and customs policy department		5.580 EUR= 343.170 MKD	National budget
TOTAL:						EUR17.740
						MKD 1.091.010

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M2: Strengthening of forecasting						
ACTIVITY Activity4(P1M2A4): Further development of the macroeconomic model						
DELIVERABLES Improved macroeconomic model						
INDICATORS a) Revision of methodology of the model's supply side b) Inclusion of new quarterly national accounts time series in the model			TARGET FY 2020 Methodology revised New quarterly national accounts time series included in the model			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Further development of the macroeconomic model	Q2 2021	Q42021	MoF		EUR 3.500 = 215.000 MKD for STE mission assumed	EU-TAIEX for STE mission
					TOTAL:	EUR 3.500
					BKVIHO:	MKD 215.000

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M3: Increased data availability for better forecasting of GDP						
ACTIVITY Activity 1 (P1M3A1): To continue harmonisation of the statistical methodologies in the area of business and social statistics (monthly and quarterly), providing timely and accurate data for compiling quarterly national accounts						
DELIVERABLES • Improved GDP data						
INDICATORS statistics aligned with EU acquis (social, business and national accounts)				TARGET FY 2020 65%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
To continue harmonisation of the statistical methodologies in the area of business and social statistics (monthly and quarterly), providing timely and accurate data for compiling quarterly national accounts	Q1 2019	Q4 2021	State Statistical Office		615.000 EUR= 37.823.000 MKD	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Consultations with the Departments of Business and Social Statistics for the timely processing of relevant data and indicators, as well as their submission to the appropriate department in the Sector of National Accounts.	Q1 2019	Q4 2021	State Statistical Office			
Finding the possibilities for additional processing of specific data and indicators, necessary for: • calculation of quarterly GDP and • calculation of additional quarterly data according to the ESA2010 transmission program.	Q1 2019	Q4 2021	State Statistical Office			
Inclusion of additional activities of the departments in the State Statistics Statistic in the "Annual Work Program" of the State Statistics Statistic.	Q1 2019	Q4 2021	State Statistical Office			
Inclusion of additional data and indicators on monthly and quarterly level depending on the change and requirements of Eurostat and the IMF in accordance with ESA2010.	Q1 2019	Q4 2021	State Statistical Office			
TOTAL:						EUR 615.000
						MKD 37.823.000

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M3: Increased data availability for better forecasting of GDP						
ACTIVITY Activity 2 (P1M3A2): Exploring the usage of administrative and other data sources in the field of national accounts						
DELIVERABLES • Improved GDP data						
INDICATORS % of usage of administrative data sources statistical data compilation				TARGET FY 2020 50%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Exploring the usage of administrative and other data sources in the field of national accounts	Q1 2019	Q4 2021	State Statistical Office		0* *costs are included under the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Description of additional sources and methods for calculating: • employees; • compensation of employees; • number of paid hours; • number of unprocessed hours-days	Q1 2020	Q4 2020	State Statistical Office			
Delineation of compensation of employees: • Wages and salaries; • Contributions.	Q1 2020	Q4 2020	State Statistical Office			
Experimental compilation of GDP by income approach on quarterly level	Q1 2020	Q4 2021	State Statistical Office			
TOTAL:						0

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M3: Increased data availability for better forecasting of GDP						
ACTIVITY Activity 3 (P1M3A3): Delineation of Gross Capital Formation						
DELIVERABLES • Improved GDP data						
INDICATORS Delineation of gross investments				TARGET FY 2020 85%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Delineation of gross investments (Gross Capital Formation)	Q1 2019	Q4 2021	State Statistical Office		0* *costs are included under the budget for activityP1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Obtaining the experimental calculation for inventories from the beginning and end of the year (finished products and unfinished production, as well as the final stock of raw materials, spare parts and small tools, packaging and cargos, trade goods) on a quarterly basis (mark-up factor for the inventories if work in progress and improving the holding gains/losses).	Q1 2020	Q3 2020	State Statistical Office			
TOTAL:						0

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M3: Increased data availability for better forecasting of GDP						
ACTIVITY Activity 4 (P1M3A4): Strengthening the human capacities that will bear the burden of the activities planned						
DELIVERABLES • Improved GDP data						
INDICATORS Number of persons employed in the relevant area				TARGET FY 2020 In National Accounts Sector 3 new employments are approved		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the human capacities that will bear the burden of the activities planned	Q1 2020	Q4 2021	State Statistical Office		1.035.000MKD = 16.836 EUR	National budget (According to the SSO plan for employments)
SUB-ACTIVITY						
Depending on the manner of the current realization of the activities of this priority P1M3 and the subtleties A1, A2 and A3, the perception of the financial possibilities for strengthening the human capacities for timely and successful realization of this priority.	Q1 2020	Q4 2021	State Statistical Office	Ministry of Finance		
					TOTAL:	EUR 16.836
						MKD 1.035.000

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M3: Increased data availability for better forecasting of GDP						
ACTIVITY Activity 5 (P1M3A5): ESA 2010 Transmission (ESA 2010)						
DELIVERABLES • Improved GDP data						
INDICATORS % of data transmitted to Eurostat in accordance to ESA 2010 Transmission Programme				TARGET FY 2020 85 %		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
ESA 2010 Transmission (ESA 2010)	Q1 2019	Q4 2021	State Statistical Office		0* *costs are included under the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Data preparation and filing in transmission table to Eurostat according to the Transmission Program in accordance with ESA 2010	Q1 2019	Q4 2021	State Statistical Office			
TOTAL:						0

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PRIORITY	
Priority 2: Revenue Mobilization	
INDICATORS	TARGET FY 2020
Improved tax efficiency	PIT tax efficiency not less than 0,23 and PIT revenue share of GDP not less than 2,6% CIT tax efficiency not less than 0,14 and CIT revenue share of GDP not less than 1,9% VAT C-efficiency not less than 0,52 and VAT revenue share of GDP not less than 7,9%
Level of harmonization of the national legislation with the European acquis in the field of taxes and customs - number of EU tax and customs acquis (existing EU legal provisions in 2018) transposed in the national legislation	/
% of tax services digitalised	80%
Use of simplified procedures in customs controls - Number of decisions to use simplified procedures increased	/
Business continuity and stability of the PRO and CARM electronic systems in case of crisis for the data and the business processes	Disaster Recovery Centre not established

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M1: Improved revenue legislation framework, harmonized with the EU acquis						
ACTIVITY Activity 1 (P2M1A1): Harmonisation of tax and customs legislation in line with relevant EU acquis and best practices						
DELIVERABLES • Amended tax legislation						
INDICATORS a) Analysis of current national legislative framework on taxations and its alignment with the EU acquis b) Report with recommendations for improvement of the current national legislative framework for taxations c) Drafted amendments (or new laws) of tax and customs legislation d) Number of workshops for implementation of the amended legislation organized for the MoF and the PRO e) Number of adopted legislations			TARGET FY 2020 Reports with written recommendations for improving customs and tax legislation prepared • New laws and / or amendments to existing national customs and tax legislation (laws and bylaws) prepared on the basis of applicable EU legislation, with corresponding tables • Methodology tools for customs and tax legislation and policies developed • Trainings on best practices on newly introduced measures in the newly drafted customs and tax legislation (number of workshops and number of trained persons) • Organized and implemented public awareness events • Study visits for exchange of experience and knowledge in EU Member States (number of visits and number of participants)			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Harmonisation of tax and customs legislation in line with relevant EU acquis and best practices	Q1 2020	Q1 2023	MoF - Tax and Customs Policy Department	PRO/CARM	1.100.000EUR= 67.650.000 MKD	IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
SUB-ACTIVITY						
Gap analysis of national legislative provisions (laws and bylaws and methodology) compared to the latest EU legislation and best practices, in the area of: Customs, Customs Tariffs, Customs Measures for Protection of Intellectual Property Rights and other related legislation;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Reports with written recommendations for improvement of Customs Law, Law on Customs Tariff, Law on Customs Measures for Protection of Intellectual Property Rights and other related legislation prepared;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		

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Reports on the current normative framework on suspending autonomous customs tariff duties, favourable tariff treatment of goods for end-use, guarantees of customs debt and write-off of uncollected claims, customs fees, their compliance with EU best practices and recommendations for their improvement prepared;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
New legal acts and/or amendments to the existing national customs legislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language);	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU <i>acquis</i> and the national legislation;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Methodological tools (guidelines/instructions/manuals) based on the new drafted legislation developed (in both English and Macedonian language);	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Trainings provided on the best practices, regarding the newly established measures in the new drafted legislation in the following areas: Customs, Customs Tariffs, Customs Measures for Protection of Intellectual Property Rights and other related legislation;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Impact assessment of the alignment of the Customs tariff MFN rates with the EU Common External Tariff prepared;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Public awareness events on the new customs legislation organised and conducted;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Methodological tools for managing and creating customs policy developed;	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Exchange of knowledge and skills throughout study visits to Member State with relevant employees, focused on legal framework harmonisation with EU <i>acquis</i> and best practices and EU standards, methodological tools implementation.	Q1 2020	Q4 2022	MoF - Tax and Customs Policy Department	Customs Administration		
Gap analysis of national legislative provisions (laws and bylaws and methodology) compared to the latest EU legislation and best practices, in the area of: Personal Income Tax, Profit Tax, Value Added Tax, Public Revenue Office, Tax Procedure (paperless administration and tax debt management), and other related legislation	Q1 2020	Q4 2023	MoF - Tax and Customs Policy Department	PRO		
Trainings provided on the best practices, regarding the newly established measures in the new drafted legislation in the following areas: Personal Income Tax, Profit Tax, Value Added Tax, Excise Duties, Public Revenue Office, Tax Procedure (paperless administration and tax debt management) and other related legislation (at least 10 trainings)	Q1 2020	Q4 2023	MoF - Tax and Customs Policy Department	PRO		
Public awareness events on the new tax legislation organised and conducted	Q1 2020	Q4 2023	MoF - Tax and Customs Policy Department	PRO		

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Exchange of knowledge and skills throughout study visits to Member State with relevant employees, focused on legal framework harmonisation with EU <i>acquis</i> and best practices and EU standards, methodological tools implementation	Q1 2020	Q4 2023	MoF - Tax and Customs Policy Department	PRO		
TOTAL:						EUR 1.100.000
						MKD 67.650.000

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 1(P2M2A1): Implementation of the project activities foreseen in the PROs Modernisation Programme and PRO Strategic Plan (including reengineering of business processes, new Tax Integrated IT system)						
DELIVERABLES New software New hardware						
INDICATORS a) E-submission of the “Calculation for all personal income payments (except the payments of salary)” b) Issuing pre-populated Annual Tax Return by PRO c) Improved Contact Centre and Tax Counters Services d) Re-engineered business processes for the new tax integrated IT system e) New tax integrated IT system HARDWARE f) New tax integrated IT system SOFTWARE g) Quality Assurance technical support for implementation of the new integrated IT system, provided for PRO h) Risk Evaluation System – RES for tax audit i) Established new IT system hall j) Assessment report on the existing methodological tools and implementing arrangements in the PRO with recommendations for improvement prepared; k) New/updated methodological tools delivered (incl. assessment reports, action plans, guidelines, instructions, manuals and control procedures in line with the procedures and best EU practices); l) Training Needs Assessment elaborated and a Training plan developed and implemented through seminars/workshops/ round table discussions/conferences/ on-the-job training for the tax employees to improve the administrative capacities of the Public Revenue Office m) Quality Control Plan aligned with the Project Plan for the implementation of the new IT system, e-services and business processes, Quality Evaluation Report and list of corrective measures prepared and checks of its implementation performed; n) Plan for integration of data and establishment of Data Warehouse and Plan for utilization of data for different analysis prepared				TARGET FY 2020 a) / b) / c) / d) implemented BMP software and licenses e) Initiated tender procedure f) signed contract g) signed contract h) / i) signed contract j) Assessment report on the existing methodological tools and implementing arrangements in the PRO with recommendations for improvement prepared; k) New/updated methodological tools delivered (incl. assessment reports, action plans, guidelines, instructions, manuals and control procedures in line with the procedures and best EU practices); l) Training Needs Assessment elaborated and a Training plan developed and implemented through seminars/workshops/ round table discussions/conferences/ on-the-job training for the tax employees to improve the administrative capacities of the Public Revenue Office m) Quality Control Plan aligned with the Project Plan for the implementation of the new IT system, e-services and business processes, Quality Evaluation Report and list of corrective measures prepared and checks of its implementation performed; n) Plan for integration of data and establishment of Data Warehouse and Plan for utilization of data for different analysis prepared; (*) After completion of the Twinning Work Plan all targets for FY 2020 regarding Twinning Project will be again reconsidered and redefined		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Implementation of the project activities foreseen in the PROs Modernisation Programme and PRO Strategic Plan(including reengineering of business processes, new Tax Integrated IT system)	Q1 2016	Q4 2022				

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SUB-ACTIVITY						
Strengthening of PRO staff and new recruitments (100 new recruitments and 100 new reassignments)	Q1 2020	Q4 2022	PRO	MoF/MISA	534.846 Euro= 33.000.000 MKD	National budget
Development and re-engineering of business processes for the new tax integrated IT system (prepare and deliver a Business Process Modeling (BPM2) showing global scheme of business processes which should be re-engineered and integrated in the new IT system ("TO-BE" system); supply - BMP software and licenses; Technical Specification for New tax integrated IT system hardware and software and for quality assurance - technical support for implementation)	Q1 2020	Q4 2020	PRO	MoF/MISA	32.415 Euro 2.000.000 MKD (*)	Purchase of "BMP" software and licenses National budget
Software for the new integrated tax IT system and technical support for providing quality assurance during the implementation of the software	Q4 2020	Q4 2022	PRO	DEU/MoF	2.820.000 Euro (**) 173.430.000MKD The total value of the software and hardware will depend on the market analysis prepared by the DEU expert	(**) IPA2018 Supply Contract
Establishment of new IT System Hall(Design and Design Supervision of IT System Hall, Construction and Certification)	Q1 2020	Q4 2022	PRO	/	97.245 EUR = 6.000.000 MKD	National budget
Upgrading of existing PRO subsystems and IT equipment, maintenance of licenses etc. (Upgrading of application for registry and tax accounting 5,300,000 MKD, Upgrading and maintenance of e-personal tax 10,000,000 MKD, Upgrading and maintenance of E-Taxes 5,700,000 MKD, Application for validation and calculations of tax returns 14,000,000 MKD , Tax Procedure Application 14,000,000 MKD, Specifying, Developing, Testing and Implementing Debt Management Software and Debt Collection Procedures 5,000,000 MKD, Upgrading and Maintaining the Gaming System - NIS 6,000,000 MKD, Upgrade of GPRS 7,000,000 MKD	Q1 2020	Q4 2022	PRO	/	1.085.900EUR = 67.000.000 MKD	National budget
Enhancement of the capacities of the Public Revenue Office for enforcement of improved tax legislation	K1 2020	K4 2024	PRO	MoF - Tax and Customs Policy Department	0 costs are included under the budget for activity P1M2A1	IPA 2018 - Twinning Project „Improving Revenue Collection and Tax and Customs Policy“

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Improvement of the capacities in the areas of management of tax debt, tax collection and tax assessment, detection of tax evasion with using of indirect methods for assessment of undeclared income, internal audit function in the internal control systems, professional and ethical standards for the conduct of the employees, human resources management, public procurement, international exchange of information, and in the modernization process of the tax administration	K1 2020	K1 2024	PRO	MoF - Tax and Customs Policy Department	0 costs are included under the budget for activity P1M2A1	IPA 2018 - Twinning Project „Improving Revenue Collection and Tax and Customs Policy“
Implementation of quality assurance for the new IT system, e-services and business processes	K1 2020	K1 2024	PRO	MoF - Tax and Customs Policy Department	0 costs are included under the budget for activity P1M2A1	IPA 2018 - Twinning Project „Improving Revenue Collection and Tax and Customs Policy“
Design of the Data Warehouse	K1 2020	K1 2024	PRO	MoF - Tax and Customs Policy Department	0 costs are included under the budget for activity P1M2A1	IPA 2018 - Twinning Project „Improving Revenue Collection and Tax and Customs Policy“
TOTAL:						EUR4.570.409
						MKD284.130.000

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 2(P2M2A2): Strengthening operational capacities of CARM to increase the quality of controls and responses and introducing further simplification of procedures						
DELIVERABLES Strengthened operational capacities of CARM						
INDICATORS a) Number of decisions to use simplified procedures increased b) Master Plan to overcome gaps and needs prepared c) Action Plan and technical specification prepared d) iii) Number of trained customs officers and economic operators according the Plan				TARGET FY 2020 •New / updated methodology tools developed • Organized and implemented public awareness raising events on customs procedures (number of events) • National technical specifications prepared and delivered • Conducted study visits for exchange of experience and knowledge in EU Member States		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Strengthening operational capacities of CARM to increase the quality of controls and responses and introducing further simplification of procedures	Q1 2016	Q4 2022			0* *costs are included under the budget for activity P1M1A1	IPA 2018 - Twinning Project „Improving Revenue Collection and Tax and Customs Policy“
SUB-ACTIVITY						
New/updated guidelines, instructions, manuals and control procedures in line with the procedures and best working practices in the EU prepared (in both English and Macedonian language);	Q1 2020	Q4 2022	Customs Administration	DEU		
Public awareness events on the new customs procedures organised and conducted;	Q1 2020	Q4 2022	Customs Administration	DEU		
National technical specifications of the EU Required IT systems prepared and delivered (in English language);	Q1 2020	Q4 2022	Customs Administration	DEU		

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Transfer of know-how carried out, through study visits to Member State with relevant employees, focused on improved operational and administrative capacities of Customs Administration for enforcement of the new legal acts and procedures for customs and excise, control and investigations, collection of duties, strategic planning, business process modelling, IT support and fight against economic crime (to be determined upon agreement with the selected MS).	Q1 2020	Q4 2022	Customs Administration	DEU		
TOTAL:						0

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 3 (P2M2A3) : Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds and illegal trafficking of goods while facilitating the trade						
DELIVERABLES Enhanced models and methods of control by CARM						
INDICATORS a) No of financial investigations conducted b) Plan to overcome gaps and needs prepared c) Upgrade of equipment and tools used by the customs officers to implement and enforce enhanced models and methods of controls				TARGET FY 2020 a) Training needs assessment and training program prepared b) Conducted trainings for the customs staff (number of trainings and number of employees) c) Conducted study visits to exchange experience and knowledge in EU Member States		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds and illegal trafficking of goods while facilitating the trade	Q1 2018	Q4 2022	Customs Administration	DEU	0* *costs are included under the budget for activity P1M1A1	IPA 2018 - Twinning Project „Improving Revenue Collection and Tax and Customs Policy“
SUB-ACTIVITY						
Training Needs Assessment elaborated and Training Programme developed and implemented for customs employees involved in: enforcement of the new legal acts and procedures for customs and excise, collection of duties, strategic planning, business process modelling, IT support (including relevant IT tools), control and investigations and fight against economy crime;	Q1 2020	Q4 2022	Customs Administration	DEU		
Transfer of know-how carried out, through study visits to Member State with relevant employees, focused on improved operational and administrative capacities of Customs Administration for enforcement of the new legal acts and procedures for customs and excise, control and investigations, collection of duties, strategic planning, business process modelling, IT support and fight against economic crime (to be determined upon agreement with the selected MS)	Q1 2020	Q4 2022	Customs Administration	DEU		
						0

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 4 (P2M2A4): Provision of equipment and tools to implement enhanced models of control, facilitate trade and increase quality of services						
DELIVERABLES New equipment						
INDICATORS a) Preparation of technical specification b) Procuring equipment			TARGET FY 2020 a) / b) Signed contract for procurement and delivered equipment according to the technical specification			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Provision of equipment and tools to implement enhanced models of control, facilitate trade and increase quality of services	Q1 2019	Q4 2020	Customs Administration	EUD		
SUB-ACTIVITY						
Publication of Tender for procurement of equipment and selection of the most favourable bid	Q1 2020	Q4 2020	Customs Administration	DEU	73.800.000 MKD= 1.200.000 EUR	IPA 2018 Supply Contract
TOTAL						EUR 1.200.000
						MKD 73.800.000

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M3: Ensuring stability of the PFM systems in case of crisis						
ACTIVITY Activity 1 (P2M3A1):Ensuring spatial facilities for Disaster Recovery Centre and establishment of Disaster Recovery Centre for PFM System						
DELIVERABLES • Disaster Recovery Centre established and operational						
INDICATORS a) Establishment of Disaster Recovery Centre				TARGET FY 2020 Technical Specification prepared		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Establishment of Disaster Recovery Centre	Q4 2019	Q4 2021	PRO/CARM/SAO	Ministry of Internal Affairs/EUD	1.500.000 EUR= 92,250,000 MKD 178.282 EUR= 11,000,000 MKD	IPA 2018 Supply Contract National Budget
SUB-ACTIVITY						
Defining user requirements (technical specification) for hardware and software for the Disaster Recovery Center	Q4 2018	Q4 2020	PRO/CARM/SAO	/Ministry of Interior/EUD		National budget
Publication of Tender for procurement of hardware and software and selection of the most favourable bid	Q1 2020	Q4 2020	PRO/CARM/SAO	EUD	1.500.000 евра= 92.250.000 МКД	IPA 2018 Supply Contract
TOTAL:						EUR1.678.282
						MKD103.250.000

2020 Action Plan for Implementation of the PFM Reform Programme

PRIORITY	
Priority 3: Planning and Budgeting	
INDICATORS	TARGET FY 2020
Budget deficit reduction as % from previous year	10% reduction
Share of first level budget organisations that provide comprehensive performance information and programme indicators with their annual budget requests	50 more than in 2019%
% deviation between annual budget of year N+1 with MTBF projections year N % deviation between annual budget of year N+2 with MTBF projections year N	up to 9% up to 12%
EDP notification tables prepared in accordance to ESA 2010	70%

2020 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M1: Upgraded programme based budget approach and improved project information						
ACTIVITY Activity 1(P3M1A1): Implementation of the proposed program based budgeting approach						
DELIVERABLES Draft methodology and guidelines for new programme budgeting						
INDICATORS a) Improvement of methodology and guidelines for new programme budgeting b) Trainings for programme budgeting conducted c) % of budget users applying new classification				TARGET FY 2020 a) Completed analysis of the program budget framework (legal basis, methodology, structure of program budgeting) with a presentation of good practices b) Completed analysis of the system of program indicators and their evaluation in accordance with good practices		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Implementation of the proposed program based budgeting approach	Q22020	Q4 2021				
SUB-ACTIVITY						
Strengthening the capacities of the Ministry of Finance and the budget users for appropriate implementation of budget programmes	Q2 2020	Q4 2021	MoF and budget users		EUR 44.390= 2.730.000 MKD + foreign experts costs* *the amount of donor funds needed can not be estimated at the moment	National Budget Donors
Process analysis, monitoring and control of programme budgeting: • analysis of the program budgeting framework (legal basis, methodology, structure of program budgeting) and presentation of good practices • review the system of program indicators and evaluate them in line with good practice	2020	2021	MoF and budget users		EUR 80.000 = 4.920.000 MKD + foreign experts costs* *the amount of donor funds needed can not be estimated at the moment	National Budget Donors IPA Twinning Project 2018 - Strengthening Budget Planning, Execution and Internal Control Functions
TOTAL:					EUR 124.390	
					MKD 7.650.000	

Explanation: These two subactivities will continue in 2020 as a part of the work that Ministry of finance is doing with foreign experts and as a part of new organic budget law. These activities are related to secondary legislation preparation, more precisely with drafting Methodology and guidelines for new programme budgeting. In this stage it is important to have meeting with budget users and make further analyses. Process of strengthening the capacities, trainings, monitoring and control of programme budgeting will come once we have established proper programme classification.

2020 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M1: Upgraded programme based budget approach and improved project information						
ACTIVITY Activity 2(P3M1A2): Conduct Public Investment Management Assessment (in collaboration with IMF)						
DELIVERABLES PIMA Report						
INDICATORS a) PIMA assessment conducted				TARGET FY 2020 PIMA Report delivered to national authorities		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Conduct Public Investment Management Assessment (in collaboration with IMF and WB)	Q4 2019	Q2 2020	MoF/budget users/SoEs		140.000 EUR= 8.610.000 MKD	(expertise of IMF and WB)
SUB-ACTIVITY						
Engagement of the team for the assessment.	Q4 2019	Q1 2020	MoF			
Meetings and cooperation with all relevant institutions	Q1 2020	Q1 2020	MoF and budget users			
Providing data and documents.	Q1 2020	Q1 2020	MoF and budget users/SoEs			
Report prepared	Q1 2020	Q2 2020	MoF and budget users/SoEs/IMF /WB			
TOTAL:					EUR 140.000	
					MKD 8.610.000	

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M1: Upgraded programme based budget approach and improved project information						
ACTIVITY Activity 1(P3M1A3): Improvement of the information on the projects included in the budget						
DELIVERABLES PIM Action Plan						
INDICATORS Transparent information on projects included in the Budget				TARGET FY 2020 - Action Plan for improving Public Investment Management adopted - Working group for implementation of the Action Plan established - New organizational unit in the Ministry of Finance for Public Investment Management established - Trainings for public investment management (number of trainings and number of trained persons) conducted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improvement of the information on the projects included in the budget	Q1 2020	Q4 2024				
SUB-ACTIVITY						
Analysis of the recommendations given in the report	Q2 2020	Q3 2020	MoF and budget users/SoEs			
Preparation of Action Plan for improving PIM over the short and medium term period and adoption by the Government	Q3 2020	Q3 2020	MoF and budget users/SoEs			
Establishing working group for implementation of the PIM Action plan	Q3 2020	Q4 2020	MoF and budget users/SoEs			

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Implementation of the PIM action plan	Q3 2020	2024	MoF and budget users/SoEs		0* *costs are included under the budget for activity P6M1A1+ foreign assistance* *the amount of donor funds needed can not be estimated at the moment	IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions Donors
Establishment of a new organizational unit at the Ministry of Finance for public investment management and fiscal risk assessment and reform implications	Q1 2020	Q4 2020	MoF		222.500 MKD= 3.600 EUR	National Budget
Capacity building of the Ministry of Finance and relevant public investment management institutions and assessment of fiscal risks and reform implications	Q3 2020	Continuous	MoF and budget users/SoEs		0* *costs are included under the budget for activity P6M1A1+ foreign assistance* *the amount of donor funds needed can not be estimated at the moment	IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions Donors
Implementation of follow up missions by the IMF	Q3 2020	2024	MoF and budget users/SoEs		foreign assistance* *the amount of donor funds needed can not be estimated at the moment	IMF/Donors
TOTAL:						EUR 3.600
						MKD 222.500

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M2: Improving the medium-term budget planning						
ACTIVITY Activity 1 (P3M2A1): Introduction of comprehensive Medium-term Budget Framework (MTBF) and linking ERP preparation to it						
DELIVERABLES Updated Fiscal Strategy document based on updated Medium-term Budget Framework						
INDICATORS a) Comprehensive Medium-term Budget Framework (MTBF) in place				TARGET FY 2020 Completed analysis of the scope of the overall budget framework, the structure of public finances, including the mid-term fiscal strategy, in the context of the EU Fiscal Framework (EU Directives)		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introduction of comprehensive Medium-term Budget Framework (MTBF) and linking ERP preparation to it	Q22020	Q4 2021	MoF			
SUB-ACTIVITY						
Analyses of the current data, documents, guidelines and proposals • Analysis of the scope of the overall budget framework, the structure of public finances, including the mid-term fiscal strategy, in the context of the EU Fiscal Framework (EU Directives)..	2020		MoF - Budget and Funds Department and other relevant departments and budget users	foreign experts	EUR 17.073 = 1.050.000 MKD * costs are included under the budget for activity P6M1A1+	National budget IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions Donors
TOTAL:					EUR 17.073 MKD 1.050.000	

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M2: Improving the medium-term budget planning						
ACTIVITY Activity 2 (P3M2A2): Improvement of budget forecasting tools (introduction of the baseline scenario, new initiatives)						
DELIVERABLES New tools for baseline estimates and costing of new policies introduced						
INDICATORS a) New tools for baseline estimates and costing of new policies in place				TARGET FY 2020 List of bylaws for strengthening the budget planning tools developed		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Improvement of budget forecasting tools (introduction of the baseline scenario, new initiatives)	2020	Q4 2021	MoF - Budget and Funds Department			
SUB-ACTIVITY						
Drafting guidelines for improvement of budget forecasting tools ***Once we have new budget law in place secondary legislation related to the law regarding improvement of budget forecasting tools should be drafted			MoF - Budget and Funds Departmentand other relevant departments	foreign experts	EUR 17.073 = 1.050.000 MKD 0* * costs are included under the budget for activity P6M1A1+ foreign assistance* *the amount of donor funds needed can not be estimated at the moment	National budget IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions Donors
TOTAL:					EUR 17.073	MKD 1.050.000

2020 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M2: Improving the medium-term budget planning						
ACTIVITY Activity 3 (P3M2A3): Upgraded capacities of the employees in MoF and budget users on the new tools and planning process introduced						
DELIVERABLES New tools and planning process						
INDICATORS a) Capacity building of the employees in MoF and budget users / trainings on the new tools introduced and new planning process (Number of trainings organised and number of persons trained)				TARGET FY 2020 Prepared plan for training of MoF staff and budget users on the newly introduced tools and planning process		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Upgraded capacities of the employees in MoF and budget users on the new tools and planning process introduced	Q4 2020	Q4 2021	MoF - Budget and Funds Department	foreign experts		
SUB-ACTIVITY						
Trainings on newly introduced tools and planning process	Q4 2020	Q4 2021	MoF - Budget and Funds Department	foreign experts	9.756 EUR = 600.000 MKD 0* * costs are included under the budget for activity P6M1A1+ foreign assistance* *the amount of donor funds needed can not be estimated at the moment	National budget IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions Donors
TOTAL:						EUR 9.756
						MKD 600.000

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M3: Revised Organic Budget Law in line with the improvements of the PFM system						
ACTIVITY Activity 1 (P3M3A1): Preparation and adoption of new/revised organic budget law						
DELIVERABLES New organic budget law						
INDICATORS New organic budget law prepared				TARGET FY 2020 New organic budget law adopted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparation and adoption of new/revised organic budget law	Q1 2017	Q4 2020				
SUB-ACTIVITY						
Preparation of new draft organic budget law	Q1 2017	Q4 2020	MoF			Bilateral assistance from the United Kingdom, through the World Bank
Adoption of a new organic budget law	Q4 2020	Q4 2020	Assembly		£	
TOTAL:						0

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M5: Developed capacities for compilation of EDP notification tables						
ACTIVITY Activity 1 (P3M5A1): Strengthening the human capacities that will bear the burden of the activities planned						
DELIVERABLES EDP notification tables						
INDICATORS Number of persons employed in the relevant area				Target FY 2020 See target for P1M3A4		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the human capacities that will bear the burden of the activities planned	2019	2021	State Statistical Office		0* *costs are included under the budget for activity P1M3A4	National budget (According to the SSO plan for employments)
SUB-ACTIVITY						
Initiation of a new employment procedure	Q1 2020	Q4 2021	State Statistical Office			
TOTAL:						0

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PRIORITY Priority 3: Planning and Budgeting						
PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M5: Developed capacities for compilation of EDP notification tables						
ACTIVITY Activity 2 (P3M5A2): Development of a methodological knowledge for preparation of EDP notification tables						
DELIVERABLES EDP notification tables						
INDICATORS % of compiled EDP notification tables				Target FY 2020 50		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development of a methodological knowledge for preparation of EDP notification tables	Q1 2019	Q4 2021	State Statistical Office		0* *costs are included under the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Current training of staff through training and missions that are conducted in SSO	Q1 2020	Q4 2021	State Statistical Office			
TOTAL:						0

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M5: Developed capacities for compilation of EDP notification tables						
ACTIVITY Activity 3 (P3M5A3): Preparation of ESA 2010 based EDP notification tables						
DELIVERABLES EDP notification tables						
INDICATORS % of completeness of EDP Inventory, compliant to ESA 2010				TARGET FY 2020 30		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparation of ESA 2010 based EDP notification tables	Q1 2019	Q4 2021	State Statistical Office		0* * costs are included under the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Preparation of EDP notification tables	Q1 2020	Q4 2021	State Statistical Office	MoF/NBRNM		
Preparation of EDP questionnaires	Q1 2020	Q4 2021	State Statistical Office	Ministry of finance National bank		
Consistency between ESA 2010 transmission tables and EDP notification tables	Q1 2020	Q4 2021	State Statistical Office	Ministry of finance National bank		
Improvement of EDP Inventory	Q1 2020	Q4 2021	State Statistical Office	Ministry of finance National bank		
Preparation of Memorandum of understanding in the field of GFS	Q1 2020	Q4 2021	State Statistical Office	Ministry of finance National bank		
TOTAL:						0

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PRIORITY Priority 4: Budget Execution	
INDICATORS	TARGET FY 2020
Introduction of new modules (IFMIS)	/
% of budget users electronically connected to new IT system	/
Extent of alignment of the PPL to EU Acquis and Directives	/
Average No of tenderers per tender	3
Percentage of first line budget users audited by SAO with irregularities detected on non compliance with the PP regulations	Reports of SAO
Ratio of solved out of received appeals	Minimum 90 % cases solved
Extent of use of modern procurement techniques and methods (E-Marketplace for small value procurement and e – catalogues)	0
Percentage of complaints rejected by SAC	30%
% of appeals submitted electronically via the e-Appeal system (+ raising trend)	90%
% of available EU compliant macroeconomic indicators	45%
% of indicators produced	10%
% of statistical processes covered by re-engineered IT system for statistical production	15%

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PRIORITY Priority 4: Budget execution						
MEASURE P4M1: Implementation of new financial management information system (FMIS)						
ACTIVITY Activity 1 (P4M1A1): 1: Supporting the Development of Integrated Financial Management Information System						
DELIVERABLES New IFMIS						
INDICATORS a) New Integrated Financial Management Information System implemented				TARGET FY 2020 a) Announced public procurement for IFMIS b) Evaluation and selection of the most favourable bidder		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Supporting the Development of Integrated Financial Management Information System	Q4 2018	Q1 2024	MoF	NBRNM (National bank), KIBS , PRO, Customs, Social funds, budget users		
SUB-ACTIVITY						
Preparation of the tender dossier for public procurement based on the prepared functional and technical specification for the new IFMIS	Q1 2020	Q1 2021	MoF		133.500 MKD = 2.170EUR	National budget
Implementation and realization of the public procurement for the new IFMIS	Q1 2021	Q2 2021	Mof		133.500 MKD = 2.170EUR	National budget
TOTAL:						EUR4.340
						MKD 267.000

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M2: Strengthening commitment controls						
ACTIVITY Activity 1 (P4M2A1): Publication of quarterly reports on registered commitments data according to Law on registering and reporting of commitments						
DELIVERABLES Quarterly reports on registered commitments data according to Law on registering and reporting of commitments						
INDICATORS (%) Number of subjects who record commitments according to Law/total number of subjects obliged to register commitments				TARGET FY 2020 90		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Publication of quarterly reports on registered commitments data according to Law on registering and reporting of commitments	Q3 2018	continuously quarterly	Ministry of Finance	Budget users and other institutions defined by Law on registering and reporting of commitments	EUR 8.130 = 500.000 MKD	National budget
SUB-ACTIVITY						
Preparation of quarterly reports on registered commitments according to Law on registering and reporting of commitments	Q3 2018	continuously quarterly	Ministry of Finance	Budget users and other institutions defined by Law on registering and reporting of commitments	EUR 8.130 = 500.000 MKD	National budget
TOTAL:						EUR 8.130
						MKD 500.000

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 2 (P4M3A2): Preparation of the Debt Management Strategy as separate document						
DELIVERABLES Debt management strategy						
INDICATORS Preparation of debt management strategy				TARGET FY 2020 Debt Management Strategy adopted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparation of the Debt Management Strategy as separate document	Q1 2020	Q4 2020	Ministry of Finance			
SUB-ACTIVITY						
Capacity building/trainings – continuous activity	Q1 2020	Q4 2020	Ministry of Finance	none	MKD 129.000=EUR 2.100 MKD 246.000=EUR 4.000	National budget WB experts' costs will be covered by WB under the Government Debt and Risk Management Program - GDRM
Preparation of Debt Management Strategy as separate document	Q2 2020	Q4 2020	Ministry of Finance	none	MKD 119.000 =EUR 1.930	National budget
Adoption of Debt Management Strategy as separate document	Q3 2020	Q4 2020	Government	Ministry of Finance		National budget
TOTAL:					EUR 8.030	
					MKD 494.000	

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 4 (P4M3A4): Strengthening human capacities						
DELIVERABLES Strengthened human capacities for debt management						
INDICATORS a) number of newly employed staff				TARGET FY 2020 2 new recruitments		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Strengthening the capacities for debt management planning	Q4 2017	Q1 2020	Ministry of Finance			
SUB-ACTIVITY						
Vacancy announcement	Q1 2020	Q1 2020	Ministry of Finance		MKD 600.000= EUR 9.756	National Budget
TOTAL:						EUR 9.756
						MKD 600.000

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 5 (P4M3A5): Improving MTDS framework and coordination with Debt Sustainability Analysis						
DELIVERABLES Debt management strategy						
INDICATORS Improvement of Debt management strategy with DSA and MTDS tools				TARGET FY 2020 /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Improving MTDS framework and coordination with Debt Sustainability Analysis	Q1 2019	Q2 2021	Ministry of Finance			
SUB-ACTIVITY						
Identifying responsibilities within the Ministry of finance for the preparation of a debt sustainability analysis	Q1 2020	Q4 2020	Ministry of Finance			
Capacity development - World Bank Mission within Government Debt and Risk Management Programme	Q3 2020	Q2 2021	Ministry of Finance	World bank	75.000 MKD= 1.220 EUR 492.000 MKD=8.000 EUR	National budget WB expert cost will be cover by WB under GDRM Program.
TOTAL:					EUR 9.220	
					MKD 567.000	

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 6 (P4M3A6): Improving software support for debt management process						
DELIVERABLES Operational Debt module within the new IFMIS developed						
INDICATORS Operational module for e-Debt developed				TARGET FY 2020 * see Target for P4M1A1 - Development of a New Integrated Finance Management Information System (IFMIS)		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Improving software support for debt management process	Q1 2020	2024	MoF		0* * costs are included under the budget for activity P4M1A1 Development of new IFMIS	
TOTAL:						0

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 7 (P4M3A7):Strengthening the Management of Foreign Assistance						
DELIVERABLES Management of Foreign Assistance- FAMA functionality improved						
INDICATORS Enable delivery of requested data from FAMA to e-debt				TARGET FY 2020 Upgraded FAMA application		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Strengthening the Management of Foreign Assistance	Q1 2020	Q4 2020	MoF			
SUB-ACTIVITY						
Preparation, implementation and realization of public procurement for maintenance of FAMA, in the framework of which functionality improvement will be implemented.	Q1 2020	Q2 2020			80.000 MKD= 1.300 EUR funds are secured within the regular annual FAMA maintenance	National budget
TOTAL:					EUR 1.300	
					MKD 80.000	

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 8(P4M3A8):Enhance cash forecasting and expand the horizon of cash planning						
DELIVERABLES Strengthened cash forecasting process and cash management function						
INDICATORS Procedure for active cash management				TARGET FY 2020 Procedure for active cash management prepared		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Enhance cash forecasting and expand the horizon of cash planning	Q2 2020	Q4 2020	Ministry of Finance	PRO, Custom Office, NBRNM, HIF, PDIF, EA	MKD 517.500 = EUR 8.415	National budget
SUB-ACTIVITY						
Develop a business process for implementing active cash management	Q2 2020	Q4 2020			MKD 517.500 = EUR 8.415	
					TOTAL:	EUR 8.415
						MKD 517.500

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 1 (P4M4A1): Streamlining (revision) of the mandate and responsibilities of the institutions involved in the public procurement system						
DELIVERABLES New Law on Public Procurement and new employees in PPB and SAC						
INDICATORS a) Modified competencies of relevant institutions in public procurement in accordance with the analysis according the SIGMA Report b) Number of newly recruited staff			TARGET FY 2020 a) 13 new recruitments in PPB b) 1 new recruitments in SAC			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Streamlining (revision) of the mandate and responsibilities of the institutions involved in the public procurement system	Q3 2017	Q4 2020				
SUB-ACTIVITY						
Strengthening the capacities of PPB	Q4 2018	Q4 2020	MoF	PPB	6.338.424 MKD = 103,064 EUR	National budget
Strengthening the capacities of SAC	Q4 2018	Q3 2020	MoF	SAC	MKD 445.824= EUR 7.250	National budget
TOTAL:						EUR 110.314
						MKD6.784.248

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 3(P4M4A3): Institutional strengthening of the public procurement system, including the review set-up						
DELIVERABLES Clear user friendly guidelines and instructions standard documents and other tools available to CA and Procurement officials						
INDICATORS a) Nature and extent of clear user friendly guidelines and instructions standard documents and other tools available to CA and Procurement officials SIGMA Report b) Number of trained procurement officers per year c) % of decisions of the State Appeal Commission challenged at the Administrative court and % of Appeal commission decisions cancelled			TARGET FY 2020 a) Implemented activities of Components of Component III of IPA 2018 Twinning Project – Strengthening of budget planning, execution and internal control functions b) 10% decisions of the State Commission on Public Procurement Appeals filed before the Administrative Court. c) 30% - SAC decisions annulled by the Administrative Court from the relaxed procedures.			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Institutional strengthening of the public procurement system, including the review set-up	Q2 2018	Q4 2021				
SUB-ACTIVITY						
Analysis of the mandate and responsibilities of the institutions involved in the public procurement system	Q4 2020	Q1 2021	PPB	MoF	0 * * costs are included in the P6M1A1 activity budget	Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19
Analysis of the education system of the Public Procurement Bureau	Q4 2020	Q1 2021	PPB	MoF	0 * * costs are included in the P6M1A1 activity budget	Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19

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Analysis of the situation, needs and possibilities of using centralized procurement	Q1 2021	Q2 2021	PPB	MoF	0 * * costs are included in the P6M1A1 activity budget	Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19
TOTAL:						0

2020 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 4(P4M4A4): Introduction of an E-Appeal system						
DELIVERABLES New Law on Public Procurement						
INDICATORS a) % of appeals submitted electronically via the e-Appeal system (+ raising trend) b) Introduction of new modules on ESPP c) New Law on Public Procurement and bylaws			TARGET FY 2020 a) Prepared tender documentation b) Development of software for introduction of e-complaints in the State Appeals Commission on public procurement started			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION		PLANNED INPUTS	
	START qq/yy	ENDqq/y y			BUDGET	SOURCE
Introduction of an E-Appeal system	Q2 2017	Q2 2021				
SUB-ACTIVITY						
Preparation of tender documentation and development of software for introduction of e-complaints in the State Appeals Commission on public procurement and implementation of the software	Q1 2019	Q2 2021	SAC	PPB	0* * costs are included under the budget for activity P4M4A8	IPA 2018 Funds - service contract
TOTAL:						0
						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 8(P4M4A8): E-Marketplace for small value procurement and e – catalogues						
DELIVERABLES New Law on Public Procurement New procurement tools: e-marketplace for small value procurement and e-catalogues						
INDICATORS No of recommendations for implementation of new procurement tools: e-marketplace for small value procurement and e-catalogues				TARGET FY 2020 a) Prepared tender documentation b) Development of software for e-marketplace for small value procurement and e-catalogues started		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
E-Marketplace for small value procurement and e – catalogues	Q1 2018	Q2 2021				
SUB-ACTIVITY						
Preparing tender documentation and development of software for e-marketplace for small value procurement and e-catalogues	Q1 2019	Q2 2021	PPB		300.000 EUR=18.450.000 MKD	IPA 2018 Funds - service contract
TOTAL:						MKD 18,450,000
						EUR 300,000

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M5: Effective PPP and concessions system						
ACTIVITY Activity 1(P4M5A1): Establish/upgrade/unify and publish register of PPPs						
DELIVERABLES Amended Law on Concessions and Public Private Partnership						
INDICATORS Comprehensive, timely and reliable data on concluded agreements for the establishment of a public-private partnership				TARGET FY 2020 Adopted amendment to the Law on Concessions and Public Private Partnership		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establish/upgrade/unify and publish register of PPPs	Q2 2020	Q4 2021	Ministry of Economy (ME)			
SUB-ACTIVITY						
Draft version of the amendment to the Law on Concessions and Public Private Partnership with a view to harmonization with the EU legislation and establishing a single system for awarding public-private partnership agreements, ie Single Electronic Public Private Partnership System through which announcements for awarding of this type of contracts, the whole procedure will be implemented and will contain a register of concluded contracts (a sublimated system for awarding contracts for establishing a public-private partnership from the beginning ok to end)	Q2 2020	Q3 2020	ME	Inter-ministerial Working Group comprised of representatives of the ME, MoF, Ministry of Transport and Communications, Ministry of Culture, Ministry of Environment and Physical Planning, Ministry of Agriculture, Forestry and Water Economy, Ministry of Education and Science, Ministry of Health, The Secretariat for European Affairs, the Office of the Deputy Prime Minister for Economic Affairs	EUR3,600 = MKD 221,000 740.000 USD = 673.821 EUR 41.440.000 MKD	<u>National budget</u> <u>(Technical assistance from WB)</u>
Preparation of the Draft Law on Amending the Law on Concessions and Public Private Partnership	Q3 2020	Q4 2020	ME	Inter-ministerial Working Group	EUR4,800 = MKD 295,000	<u>National budget</u> <u>(Technical assistance from WB)</u>

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Preparation of bylaws	Q4 2020	Q2 2021	ME	Inter-ministerial Group	Working	Foreign assistance the amount of donor funds needed can not be estimated at the moment	<u>Technical assistance from foreign donors)</u>
Preparation of draft specification for upgrading / establishing a single electronic system for public-private partnership	Q4 2020	Q3 2021	ME	PPB		EUR 1,800 = MKD 111,000 Foreign assistance the amount of donor funds needed can not be estimated at the moment	National budget (Technical and financial assistance from foreign donors)
Implementation of the overall procedure for adoption of the Law on Amending the Law on Concessions and Public Private Partnership by the Assembly of the Republic of North Macedonia	Q4 2020	Q1 2021	ME	Inter-ministerial Group	Working	EUR 7,200 = MKD 443,000	National budget
							TOTAL:
							MKD 42.510.000
							EUR 691.000

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M5: Effective PPP and concessions system						
ACTIVITY Activity 3 (P4M5A3): Harmonisation of legislation in line with relevant EU acquis						
DELIVERABLES Amended Law on Concessions and Public Private Partnership						
INDICATORS Level of compliance with EU legislation		TARGET FY 2020 Adopted amendment to the Law on Concessions and Public Private Partnership Conducted PPP trainings (number of trainings and number of trained persons)				
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDq q/yy			BUDGET	SOURCE
Harmonisation of legislation in line with relevant EU acquis	Q1 2020	Q1 2021	Ministry of Economy (ME) MoF			
SUB-ACTIVITY						

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Preparation of Draft version for amendments to the Law on Concessions and Public-Private Partnership for the purpose of transposing the 2014/23 / EU Directive on the award of concession contracts	Q2 2020	Q3 2020	ME MoF	Inter-ministerial Working Group comprised of representatives of the ME, MoF, Ministry of Transport and Communications, Ministry of Culture, Ministry of Environment and Physical Planning, Ministry of Agriculture, Forestry and Water Economy, Ministry of Education and Science, Ministry of Health, The Secretariat for European Affairs, the Office of the Deputy Prime Minister for Economic Affairs	*(funds are provided within the budget for activity P4M5A1)	<u>National budget</u> <u>(Technical assistance from WB)</u>
Preparation of a Draft Law on Amending the Law on Concessions and Public-Private Partnership	Q3 2020	Q4 2020	ME MoF	Inter-ministerial Working Group	0* *(funds are provided within the budget for activity P4M5A1)	<u>National budget</u> <u>(Technical assistance from WB)</u>
Implementation of the overall procedure for adoption of the Law on Amending the Law on Concessions and Public Private Partnership by the Assembly of the Republic of North Macedonia	Q4 2020	Q1 2021	ME MoF	Inter-ministerial Working Group	0* *(funds are provided within the budget for activity P4M5A1)	<u>National budget</u>
Trainings for PPP at central and local level	Q1 2020	Q1 2021	ME	Public administration at central and local level	0* *(funds are provided within the budget for activity P4M5A1)	<u>World Bank</u>
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M6: General Government Accounts established in accordance with ESA 2010 and made available for policy makers						
ACTIVITY Activity 1 (P4M6A1): Strengthening of human capacities that will bear the burden of the activities planned						
DELIVERABLES • Quarterly general government accounts						
INDICATORS a) Number of persons employed in the relevant area				TARGET FY 2020 See P1M3A4		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening of human capacities that will bear the burden of the activities planned	Q1 2020	Q4 2021	State Statistical Office		0* *funds are provided within the budget for activity P1M3A4	SSO budget (According to the plan for employments)
SUB-ACTIVITY						
Initiation of a new employment procedure	Q1 2020	Q4 2021	State Statistical Office			
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M6: General Government Accounts established in accordance with ESA 2010 and made available for policy makers						
ACTIVITY Activity 2 (P4M6A2): Assessment of the availability and quality of data necessary for production of Government Finance Statistics on quarterly level						
DELIVERABLES • Quarterly general government accounts						
INDICATORS a) % of available data for production of quarterly GFS				TARGET FY 2020 a) 60%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Assessment of the availability and quality of data necessary for production of Government Finance Statistics on quarterly level	Q1 2019	Q4 2021	State Statistical Office		0 *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Analysis of available data sources for preparing government financial statistics on a quarterly basis - Fiscal data for revenues and expenditures from the Ministry of Finance for central and local government and social security funds - Estimates based on annual data from the Central Registry for reclassified institutional units - Estimates of methodological and conceptual adjustments in accordance with the methodology of the European System of Accounts 2010	Q1 2020	Q4 2021	State Statistical Office			
Preparation of a Memorandum of Understanding on Government Financial Statistics	Q1 2020	Q4 2021	State Statistical Office	Ministry of finance and National Bank		
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M6: General Government Accounts established in accordance with ESA 2010 and made available for policy makers						
ACTIVITY Activity 3 (P4M6A3): Development of a capacity for implementing of methodology for calculation of General Government Accounts						
DELIVERABLES • Quarterly general government accounts						
INDICATORS a) Number of staff trained				TARGET FY 2020 3 persons trained		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development of a capacity for implementing of methodology for calculation of General Government Accounts	Q1 2019	Q4 2021	State Statistical Office		0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB-ACTIVITY						
Current training of staff through training and missions that are conducted in SSO	Q1 2020	Q4 2021				
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M6: General Government Accounts established in accordance with ESA 2010 and made available for policy makers						
ACTIVITY Activity 4 (P4M6A4): Comprehensive, timely, and reliable reporting of quarterly general government accounts						
DELIVERABLES • Quarterly general government accounts						
INDICATORS a) % of quarterly general government accounts compiled				TARGET FY 2020 60%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Comprehensive, timely, and reliable reporting of quarterly general government accounts	Q1 2020	Q4 2021	State Statistical Office		0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB - ACTIVITY						
Compilation of Table 801 (in accordance with ESA 2010 Transmission Program) and Table 25	Q1 2020	Q4 2021				
Achieve consistency with Table 2, Table 9 and NTL (National Tax List), Table 25 and EDP Notification Tables	Q1 2020	Q4 2021				
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M6: General Government Accounts established in accordance with ESA 2010 and made available for policy makers						
ACTIVITY Activity 5 (P4M6A5): Calculation of quarterly General Government Accounts						
DELIVERABLES • Quarterly general government accounts						
INDICATORS a) % of quarterly general government accounts compiled				TARGET FY 2020 60%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Calculation of quarterly General Government Accounts	Q1 2020	Q4 2021	State Statistical Office	MoF	0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB - ACTIVITY						
Processing of fiscal data for the government sector on quarterly basis	Q1 2020	Q4 2021				
Preparation of correspondence table between national and ESS 2010 methodology ("bridge" table)	Q1 2020	Q4 2021				
Preparation of quarterly non-financial sector account for the government sector on an experimental basis	Q1 2020	Q4 2021				
Analysis of the quality of the obtained data	Q1 2020	Q4 2021				
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M6: General Government Accounts established in accordance with ESA 2010 and made available for policy makers						
ACTIVITY Activity 6 (P4M6A6): To make quarterly General Government Accounts available for users						
DELIVERABLES • Quarterly general government accounts						
INDICATORS a) Preparedness of transmission tables				TARGET FY 2020 a) /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
To make quarterly General Government Accounts available for users	Q1 2020	Q4 2021	State Statistical Office		0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
SUB ACTIVITY						
Assessment of the possibility after data validation to be published on SSO website	Q1 2020	Q4 2021	State Statistical Office			
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M7: Strengthening statistical services						
ACTIVITY Activity 3 (P4M7A3): Strengthened capacity on using standard IT tools for data processing of survey data						
DELIVERABLES • New software • New hardware						
INDICATORS a) Number of new data processing IT tools adopted and implemented				TARGET FY 2020 a) 12 new tools		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthened capacity on using standard IT tools for data processing of survey data	Q1 2019	Q4 2021	State Statistical Office		0 *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M7: Strengthening statistical services						
ACTIVITY Activity 4 (P4M7A4): Technical assistance for defining the business requirements of different parts of the re-engineered IT system for statistical production						
DELIVERABLES • New software • New hardware						
INDICATORS a) Business requirements of different parts of the re-engineered IT system for statistical production prepared for tendering				TARGET FY 2020 a) Document with description available for tendering		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Technical assistance for defining the business requirements of different parts of the re-engineered IT system for statistical production	Q1 2019	Q4 2020	State Statistical Office		0* *funds are provided within the budget for activityP1M3A1	IPA 2017 National programme – service contract
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M7: Strengthening statistical services						
ACTIVITY Activity 5 (P4M7A5): Outsourced software development of IT system, maintenance and support						
DELIVERABLES • New software • New hardware						
INDICATORS a) % of developed and tested modules of the system				TARGET FY 2020 IT system design		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Outsourced software development of IT system, maintenance and support	Q3 2019	Q4 2021	State Statistical Office		0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
TOTAL:						0

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M7: Strengthening statistical services						
ACTIVITY Activity 7 (P4M7A7): Upgrading of the IT infrastructure (hardware and software) and putting the new IT system into production, maintenance and support						
DELIVERABLES • New software • New hardware						
INDICATORS launch of the new IT system				TARGET FY 2020 SSO equipment installed by mid-March 2020		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Upgrading of the IT infrastructure (hardware and software) and putting the new IT system into production, maintenance and support <i>*(Within IPA 2017 service contract a technical specification for the supply contract will be prepared)</i>	Q4 2019	Q3 2020	State Statistical Office		159.000 EUR= 9.779.000 MKD	IPA 2017 National programme – supply contract
					TOTAL:	EUR 159.000
						MKD 9.779.000

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PRIORITY Priority 5: Transparent Government Reporting	
INDICATORS	TARGET FY 2020
Higher rank in the Open Budget Index	≥40 out of 100
Citizen budget published	Citizen's Budget published

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PRIORITY Priority 5: Transparent Government Reporting						
MEASURE P5M1: Improved transparency through government reporting						
ACTIVITY Activity 1 (P5M1A1): Publishing additional data on the MoF website						
DELIVERABLES Reports, additional data on the MoF website Improved web access to data available to the Ministry of Finance						
INDICATORS New fiscal information published New organizational data structure that is new and improved user interface			TARGET FY 2020 - New fiscal data published - Created and set up a new website of the Ministry of Finance			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Publishing additional data on the MoF website	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Preparing and publishing additional data	2017	continuously during the programme	MoF	budget users	60.000 MKD = 1000 EUR	National budget
Creating and launching a new MoF website	Q1 2020	Q3 2020	MoF		179.000 MKD = 2.900 EUR	National budget
TOTAL:						EUR 3.900
						MKD 239.000

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PRIORITY Priority 5: Transparent Government Reporting						
MEASURE P5M1: Improved transparency through government reporting						
ACTIVITY Activity 2 (P5M1A2): Portals for increased fiscal transparency						
DELIVERABLES Citizen budget Increased availability of Ministry of Finance Treasury Data Increased transparency of LSG and public debt						
INDICATORS Publication of Citizens Budget Publication of data from the MoF’s Treasury (open finance) Available data on LSG Available public debt data			TARGET FY 2020 Published Citizen Budget Published data from the MoF’sTreasury Published data (analytics and transactions) on LSG in Open Finance Public debt data released in open finance			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Portals for increased fiscal transparency	Q1 2020	Q2 2020	MoF		717.600 MKD EUR 11.600	National budget
SUB-ACTIVITY						
Publishing Citizens Budget	2017	continuously	MoF		495.600MKD=8000 EUR	National budget
Web tool for tracking the execution of capital expenditures by budget user	Q4 2019	continuously	MoF		/	/
Increasing the coverage of the units of local self-government in the Open Finance portal	Q1 2020	Q2 2020	MoF		222.000 MKD = 3.600 EUR	National budget
Increasing the coverage of public debt data on the Open Finance portal	Q1 2020	Q2 2020	MoF			
					TOTAL:	EUR 11.600
						MKD 717.600

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PRIORITY Priority 6: Internal Control	
INDICATORS	TARGET FY 2020
% of implemented internal audit recommendations	72%
% of risk based internal audit coverage of CG+LG	73%
Number of budget users applying decentralized system for managing public funds	27%
Positive Internal audit opinion on performance information submitted by institutions of CG and LG on their programmes (% coverage)	10%
% of programmes audited annually	5%

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PRIORITY Priority 6: Internal Control						
MEASURE P6M1: Improved PIFC (FMC and IA) legislation and methodological framework						
ACTIVITY Activity 1 (P6M1A1): Preparing the new PIFC legislation						
DELIVERABLES a) New PIFC Law b) New rulebooks for Financial Management and Control (FMC) c) New rulebooks for Internal Audit (IA) d) New FMC Manual e) New IA Manual						
INDICATORS a) New PIFC Law b) New rulebooks for FMC c) New rulebooks for IA d) New FMC Manual e) New IA Manual			TARGET FY 2020 a) PIFC Law prepared and adopted b) Rulebooks for FMC prepared c) Rulebooks for IA prepared			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparing the new PIFC legislation	Q1 2018	Q4 2021			1.250.000 EUR MKD 76.875.000	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
SUB-ACTIVITY						
Public discussion on Draft PIFC law	Q3 2020	Q3 2020	MoF- CHU	Other stakeholders		
Preparation of final Draft PIFC law and submission to the government for adoption	Q4 2020	Q4 2020	MoF- CHU	Legal secretariat Government		IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Adoption of the PIFC law by the Parliament	Q12021	Q1 2021	MoF-CHU	Government, Parliament		

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Preparation and adoption FMC rulebooks	Q22021	Q2 2021	MoF	Legal secretariat		IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Preparation and adoption IA rulebooks	Q2 2021	Q2 2021	MoF	Legal secretariat		IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
						TOTAL:
						EUR 1.250.000
						MKD 76.875.000

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PRIORITY Priority 6: Internal Control						
MEASURE P6M1: Improved PIFC (FMC and IA) legislation and methodological framework						
ACTIVITY Activity 2 (P6M1A2): Promoting the concept of public internal control system to the managers of the entities of the central and local level						
DELIVERABLES Raised awareness of the managers of the entities of the central and local level on the need for improving the PIFC system						
INDICATORS a) Number of promoted institutions			TARGET FY 2020 2			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Promoting the concept of public internal control system to the managers of the entities of the central and local level	Q1 2019	Q4 2021				
SUB-ACTIVITY						
Selection and promoting "state institutions" in the implementation of the system of internal financial controls;	Q2 2020	Q4 2020	MoF	Selected institutions	0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Creation of network of institutions for exchange of experiences	Q2 2020	Q4 2020	MoF	Public sector institutions	0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
TOTAL:						0

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PRIORITY Priority 6: Internal Control						
MEASURE P6M2: Strengthened administrative capacities on central and local level on FMC and IA						
ACTIVITY Activity 1 (P6M2A1): Establishing system of continuous training and on the job training						
DELIVERABLES Adopted Public Finance School Law Adopted Rulebooks for continuous trainings for FMC and IA Adopted Rulebook for training and exam for certification of internal auditors Trainings						
INDICATORS a) Public Finance School established b) Adoption of Rulebooks for continuous trainings for FMC and IA c) Adoption of Rulebook for training and exam for certification of internal auditors d) Organised trainings and exams			TARGET FY 2020 a) / b) Rulebooks for continuous trainings for FMC and IA prepared c) Rulebook on Training and Examination for Certification of Internal Auditors prepared d) /			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establishing system of continuous training and the job training	Q2 2019	Q4 2021	MoF			
SUB-ACTIVITY						
Conducting assessment with recommendations for manner of organisation of Public Finance School;	Q2 2020	Q4 2020	MoF		0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Preparation and adoption of Rulebooks for continuous trainings for FMC and IA;	Q2 2021	Q4 2021	MoF	Legal secretariat	0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Preparation and adoption of Rulebook for training and exam for certification of internal auditors;	Q2 2021	Q4 2021	MoF	Legal secretariat	0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
					TOTAL:	0

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PRIORITY Priority 6: Internal Control						
MEASURE P6M2: Strengthened administrative capacities on central and local level on FMC and IA						
ACTIVITY Activity 2 (P6M2A2): Establishing system for supervision of IA and FMC units						
DELIVERABLES Established system for supervision of IA and FMC units						
INDICATORS a) Increased human capacities of the CHU for supervision b) Training of the staff c) Implemented supervisions on FMC and IA units			TARGET FY 2020 a) Supervision tasks assigned to current CHU staff b) Supervision training for CHU staff assigned to perform supervision tasks c) Supervisions on FMC and IA units implemented			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establishing system for supervision of IA and FMC units	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Preparation and adoption of amendments to Rulebooks on organisation and operation and on systematisation of working posts of the MoF for assigning new supervision tasks to current CHU staff	Q1 2020	Q3 2020	MoF	/		
Conducting training of the staff	Q3 2020	Q4 2020	MoF		0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Quality assurance through implementation of supervisions on FMC and IA units	Q4 2020	Q4 2021	MoF- CHU			
					TOTAL:	0

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PRIORITY	
Priority 7: External Control and Parliamentary Oversight	
INDICATORS	TARGET FY 2020
% of external audit recommendations leading to corrective measures	76,6% ¹
% of audit coverage of the total public expenditure	50%
Number of performance audits	7
No of audit reports discussed by the Parliament	/

¹Source: SAO 2019 Annual Report.

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PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
ACTIVITY Activity 1(P7M1A1): Development and implementation of Strategic Plan of SAO						
DELIVERABLES Assessment Report on improvement of audit process prepared Guidelines on suggesting audits for annual programme amended as regards strategic audit planning process Multi-annual Audit Plan 2020-2022 prepared						
INDICATORS a) Assessment Report on improvement of audit process as per ISSAI b) Strategic audit planning process in line with SAO priorities and resources available c) SAO staff trained in strategic planning of audit			TARGET FY 2020 a) Guidelines for strategic and annual audit planning b) Multi-annual Audit Plan 2021-2023			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development and implementation of Strategic Plan of SAO	Q4 2017	Q4 2020				
SUB-ACTIVITY						
Development of Guidelines for strategic and annual audit planning	Q2 2019	Q2 2020	SAO	No	6.000 EUR= 369.000 MKD	National Budget
Development of Multi-annual Audit Plan 2021-2023	Q3 2020	Q4 2020	SAO	No	6.000 EUR= 369.000 MKD	National Budget
TOTAL:						EUR 12.000
						MKD 738.000

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PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
ACTIVITY Activity 2 (P7M1A2): Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the relevant legal framework						
DELIVERABLES Report with recommendations on improving the institutional and human resources capacity of SAO prepared						
INDICATORS Report with recommendations on improving the institutional and human resources capacity of SAO in order to maintain high quality of audits			TARGET FY 2020 - Prepared fiche for a new twinning project - Human Resources Management Strategy with Action Plan for Implementation prepared			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the relevant legal framework	Q4 2017	Q4 2020				
SUB-ACTIVITY						
Preparing fiche for a new twinning project with elaboration of activities related to the SAO Development Strategy for the next five year period	Q1 2020	Q2 2020	SAO	No	3.000 EUR= 184.500 MKD	National Budget
Preparing of Human Resources Management Strategy with Action Plan for Implementation	Q1 2020	Q2 2020	SAO	No	3.000 EUR= 184.500 MKD	National Budget
					TOTAL:	EUR 6.000
						MKD 369.000

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PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
ACTIVITY Activity 3(P7M1A3): Improved administrative capacity for performance audit						
DELIVERABLES Audit Reports on performance audits issued						
INDICATORS a) Training of SAO staff in performance audit and audit of EU funds b) Audit Reports on performance audits conducted in the areas such as EU funds, ICT, career development of graduate students, public procurement			TARGET FY 2020 Prepared fiche for a new twinning project			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improved administrative capacity for performance audit	Q4 2017	Q4 2020				
SUB-ACTIVITY						
Preparing fiche for a new twinning project with elaboration of activities related to the improvement of the performance audit process, in accordance with the recommendations contained in the benchmark reports prepared under the implemented Twinning Project "Further Improvement of Administrative Capacities and External Audit Efficiency of the State Audit Office" MK 13 IPA FI 01 17 R,	Q1 2020	Q2 2020	SAO	No	3.000 EUR=184.500 MKD	National Budget
TOTAL:						EUR 3.000
						MKD 184.500

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PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M2: Improved scrutiny over the budget by the Parliament						
ACTIVITY Activity 2(P7M2A2): Training needs assessment (TNA) carried out and Training plan elaborated for members of Parliament						
DELIVERABLES Report on training needs assessment for parliament administration and MP's prepared Training plan for members of Parliament elaborated						
INDICATORS a) Report on training needs assessment (TNA) parliament administration and MP's in assessing the audit reports b) Training plan elaborated for members of Parliament			TARGET FY 2020 Prepared fiche for a new twinning project			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Training needs assessment (TNA) carried out and Training plan elaborated for members of Parliament	Q1 2019	Q42020				
SUB-ACTIVITY						
Preparing fiche for a new twinning project with elaboration on the activities contained in the Report on training needs assessment (TNA) for parliament administration and MP's in assessing the audit reports, prepared under the implemented Twinning Project "Further Improvement of Administrative Capacities and External Audit Efficiency of the State Audit Office" MK 13 IPA FI 01 17 R,	Q1 2020	Q2 2020	SAO	Assembly of Republic of North Macedonia	3.000 EUR 184.500 MKD	National Budget
TOTAL:					EUR 3.000	
					MKD 184.500	

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Table 1 - 2020 Action Plan budget

Priority	Budget					
	National budget		Donor funds		Total	
	in MKD	in EUR	in MKD	in EUR	in MKD	in EUR
1: Improved Fiscal Framework	2.469.360	40.156	38.038.000	618.500	40.507.360	658.656
2: Revenue Mobilization	119.000.000	1.928.688	407.130.000	6.620.000	526.130.000	8.548.688
3: Planning and Budgeting	10.572.500	171.892	8.610.000	140.000	19.182.500	311.892
4: Budget Execution	10.141.748	164.905	70.407.000	1.145.000	80.548.748	1.309.905
5: Transparent Government Reporting	956.600	15.500	/	/	956.600	15.500
6: Internal Control	/	/	76.875.000	1.250.000	76.875.000	1.250.000
7: External Control and Parliamentary Oversight	1.476.000	24.000	/	/	1.476.000	24.000
Total	144.616.208	2.345.141	601.060.000	9.773.500	745.676.208	12.118.641