	RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020				NEXT STEPS	EXPEC
	INSTITUTION				Achieved Partially achieved	Completed	Dentially annulated	Not completed		REAL
Activity/sub-activity	4				Not achieved	Completed	Partially completed	Not completed		
Fiscal Framework	·		•						•	
prmulation, adoption and implementation of fiscal rules P1M1A1 Designing of fiscal rule and adoption of the fiscal rule legislation	T	Q4 2020	a) Draft Fiscal rules design	a) Fiscal rules legislation adopted	Partially achieved					
			b) Adoption of the fiscal rule legislation	b) Fiscal council established	Partially achieved					
Adoption of legislation for prescribing fiscal rules. (The new Organic Budget Law envisages provisions defining and regulating fiscal rules)	MoF	2020				Partially completed. Provision draft OBL, in accordance with the adoption	s related to the definition and regula e comments received from the IMF,	tion of fiscal rules and the Fiscal Council are contained in the new WB and EC. The draft OBL has been submitted to the Government for	The OBL to be adopted by the Government and Assembly.	Q1
Adoption of legislation for institutionalizing the Fiscal Council. (The new Organic Budget Law envisages provisions for establishment of a Fiscal Council.)		2020								Q1
Strengthening of forecasting	L	L		I						
P1M2A2 Strengthening the capacities for tax revenue planning*		Q4 2021	a) Improved analytical capacities for tax		Achieved					
			revenue planning	b) Realized trainings	Achieved					
The implementation of this satisfuence and will be expected and further Building up new micro-simulation models	MoF - Public	Q4 2020		c) New microsimulation models built	Partially achieved	Partially completed.			The realization of this activity will continue to	04.20
	Revenues, Tax and customs policy department (PRTCPD(The construction of a new micro activities of twining project wher Based Model (ABM) with dynam revenue office provided micro-s- up Action plan of Twining projec Also in the field of micro-simulal GITHUB platform, where the me	e main goal is to upgrade the curren ic component for behavioural effect mulation data related with direct tax t. ion, additional training is provided b in focus was on how to design the n	Ing language R which started in third guarter of 2019, continue with introcisimulation. In Andels for direct and indirect statastion in Agenti- between agents. In order to achieve this in August 2020, Public storn, so work can continue in the future period in accordance with Ro He W Vord Bank on the Python programming language and the codel, how to set growth factors, make reforms, implementing various strion. Activities in this area continue.	be developed within the EU Twinning project, "Improving revenue collection and tax and customs policy" in order to continue the	
P1M2A3 Creating procedures and operational framework for modelling related to tax revenue projections	MoF - PRTCPD	Q4 2021	a) Preparation of guidelines for short-term projection for direct and indirect taxation	a) Guidelines for short-term projection for direct and indirect taxation prepared	Not achieved					٩
			b) Preparation of guidelines for medium- term projection for direct and indirect	b) Guidelines for medium-term projection for direct and indirect taxation prepared	Not achieved					C
Trainings	MoF - PRTCPD	Q4 2021	taxation			Completed. For the purpose of	strenothening the administrative car	acities of the employees from the Forecasting and Analysis Unit	/	
						within the Department for public forecasting in cooperation with	revenues, tax and customs policy, a	everal trainings were realized relate with fiscal frameworks, revenue		
Preparation of tax revenue models for short and medium-term projection	MoF - PRTCPD	Q4 2021						nues are developed in the programming language. Main focus here is	Work with expects from this field will	0
						decomposition-STL, Trigonome Ensemble modeling etc.) and cl –MAPE).In parallel, work is und	tric Exponential smoothing state spa loose model with smallest error (Ro erway to develop new models for sh	ive integrated moving average ARIMA, Forceasting with ce mode with Boo-Cax transformation, ARNA errors — TBATS, et Mean Squared Error –RMSE or Mean Absolute Percentage Error rt-term tax revenue forecasting based on nowcasting. In the first is Twinning project where the main focus will be on their developmen.	plan of Twining project in order to continue the development of this models.	e
Further development of new simulation models	MoF - PRTCPD	Q4 2021				based on machine learning whe based on a neural network who	re the main emphasis is placed on t e results are currently being tested.	el continues, with the main emphasis on the development of a module ne behavioral behavior of taxpayers and the projection of revenue. The development activities of this module continue in accordance wit	coonitnue in accordance with Roll-up Action	Q
Preparation of tax revenue guidelines for short and medium-term	MoF - PRTCPD	Q4 2021				the Action Plan of the twinning p Not completed. This activity wi	roject. I start after completing the construct	ion of the new microsimulation model, its testing and putting into use.	development of this models.	
projection for direct and indirect taxation										
P1M2A4 Further development of the macroeconomic model	MoF	Q4 2021	 a) Revision of methodology of the model's supply side 	Methodology revised	Achieved			with further development of the macroeconomic model by applying and by reassessing the supply side of the model, using the knowledge	Continuation of the development process	
			 b) Inclusion of new guarterly national 	New quarterly national accounts time series	Achieved	gained within the previous EU to	vinning projects. In that respect, the	MoF considers that the external technical assistance previously		
Increased data availability for better forecasting of GDP	4	L	accounts time series in the model	included in the model		planned for this activity is not ne	cessary.			
P1M3A1 To continue harmonisation of the statistical methodologies in the	State Statistical	Q4 2021	Statistics aligned with EU acquis (social,	65 %	Partially achieved					1
		d /	business and national accounts)							
area of business and social statistics (monthly and quarterly), providing timely and accurate data for compiling quarterly national accounts	Office		business and national accounts)							
providing timely and accurate data for compiling quarterly national accounts Consultations with the Departments of Business and Social Statistics for	1	Q4 2021				Partially completed.			Improvement of data coverage and timeliness	3 2021
providing timely and accurate data for compiling quarterly national accounts 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 Sactor O National	1	Q4 2021				· Review and analysis of the dat	a sources for GDP by income appro surs worked based on National acco	ach, quarterly data and annual data; unts figures, quarterly and annual data;	Improvement of data coverage and timeliness of production and submission of the basic data	3 2021
providing timely and accurate data for compiling quarterly national accounts Consultations with the Departments of Business and Social Statistics or the timely processing of retivent data and indicators, as well as their submission to the appropriate department in the Sector of National Accounts.	r State Statistical Office					· Review and analysis of the dat	a sources for GDP by income appro- ours worked based on National acco	ach, quarterly data and annual data; units figures, quarterly and annual data;	of production and submission of the basic data	
providing timely and accurate data for compiling quarterly national accounts. 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. Finding the possibilities for additional processing of specific data and indicators, necessary for: • calculation of quarterly GDP and	r State Statistical	Q4 2021 Q4 2021				· Review and analysis of the dat	a sources for GDP by income appro- xurs worked based on National acco	ach, quarterly data and annual data; units figures, quarterly and annual data;		
providing timely and accurate data for compiling quarterly national accounts with the Departments of Business and Social Statistics of the timely processing of relevant data and inductors, as well as their submission to the appropriate department in the Sector of National Accounts Finding the possibilities for additional processing of specific data and r calculation of quarterly GDP and • calculation of diditional quarterly data according to the ESA2010 transmission program.	r State Statistical Office State Statistical Office	Q4 2021				· Review and analysis of the dat	a sources for GDP by income appro ours worked based on National acco	ach, quarterly data and annual data; unts figures, quarterly and annual data;	of production and submission of the basic data Improvement of data coverage according to	2021
providing timely and accurate data for compiling quarterly national accounts Consultations with the Departments of Business and Social Statistics for the timely processing of relevant data and indicaters, as well as their submission to the appropriate department in the Sector of National Accounts. Finding the possibilities for additional processing of specific data and indicators, necessary for: • calculation of augmenty GOP and • calculation of additional quarterly data according to the ESA2010 transmission program. Inclusion d additional activities of the departments in the SSO in the	r State Statistical Office State Statistical Office State Statistical					· Review and analysis of the dat	a sources for GDP by income appro- uurs worked based on National acco	ach, quarterly data and annual data; unts figures, quarterly and annual data;	of production and submission of the basic data Improvement of data coverage according to	
providing timely and accurate data for compiling quarterly national accounts 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. Finding the possibilities for additional processing of specific data and indicators, necessary for: • calculation of augmenty GOP and • calculation of augmenty GOP and • calculation of additional data calculates Inclusion of additional data and indicators on monthly and quarterly GOP Inclusion of additional data and indicators on monthly and quarterly GOP.	r State Statistical Office State Statistical Office State Statistical Office	Q4 2021				· Review and analysis of the dat	a sources for GDP by income appro- runs worked based on National acco	ach, quarterly data and annual data; units figures, quarterly and annual data;	of production and submission of the basic data Improvement of data coverage according to ESA 2010 requirements Improvement of data coverage and	2021
providing timely and accurate data for compiling quarterly national accounts 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. Finding the possibilities for additional processing of specific data and indicators, necessary for: • calculation of quarterly GOP and • calculation of additional quarterly data according to the ESA2010 transmission program. Inclusion of additional activities of the departments in the SSO in the *Annual Work Program' of the SSO. Inclusion of additional activities of the departments in the SSO in the *Annual Work Program' of the SSO.	r State Statistical Office State Statistical Office State Statistical Office i State Statistical Office	Q4 2021 Q4 2021 Q4 2021			Davida	· Review and analysis of the dat	a sources for CDP by income approximation of the second seco	ach, quarterly data and annual data; units figures, quarterly and annual data;	of production and submission of the basic data Improvement of data coverage according to ESA 2010 requirements	2021
providing timely and accurate data for compiling quarterly national accounts Consultations with the Departments of Business and Social Statistics of the important of the second state of the second state of the submission to the appropriate department in the Sector of National Accounts. Finding the possibilities for additional processing of specific data and indicators, necessary for: - calculation of quarterly GDP and - calculation of additional quarterly data coording to the ESA2010 transmission program. Inclusion of additional activities of the departments in the SSO in the 'Annual Work Program' of the SSO. Inclusion en daditional activities of the departments in the SSO in the 'Annual Work Program' of the SSO. Inclusion en with ESA2010. PIMSA2 Exploring the usage of administrative and other data sources in the field of business and social statistics	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	Viol usage of administrative data sources statistical data complation	50%	Partially achieved	Review and analysis of the da Analysis of employment and h	uns worked based on National acco	unts figures, quarterly and annual data;	of production and submission of the basic data Improvement of data coverage according to ESA 2010 requirements Emprovement of data coverage and consistency according to ESA 2010 requirements	2021 2021 2021
providing timely and accurate data for compiling quarterly national accounts Consultations with the Departments of Business and Social Statistics of the timely processing of relevant data and indicators, as well as their submission to the appropriate department in the Sector of National Accounts. Finding the possibilities for additional processing of specific data and indicators, necessary for additional processing of specific data and indicators, necessary for additional according to the ESA2010 transmission additional quarterly data according to the ESA2010 transmission program. Account Work Proceare of the SSO. Inclusion of additional data and indicators on monthy and quarterly level depending on the charge and reguirements of Eurostat and the MF in secondarion ad additional data and indicators on monthy and quarterly level depending on the charge of administrative and other data sources in the field of business and social statistics Description of additional sources and methods for calculating: • employees; • number of paid hours; • number of laya hours;	State Statistical Office State Statistical	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2020	5% of usage of administrative data sources	50%	Partially achieved	Review and analysis of the da Analysis of employment and h Pertially completed. The main ESX2010 requirements have b the elaboration of employment sources and reational accounts	urs worked based on National acco based on the second	unts figures, quarterly and annual data; by hoome approach and employment and hours worked based on his, the emilable information from SSO (Department for Labour an model for GOP by income approach reviewed and analysed. For work, performed during the period concerned the available data	of production and submission of the basic data Improvement of data coverage according to ESA 2010 requirements Improvement of data coverage and consistency according to ESA 2010 requirements Continuation of the activities under the project of Statistics	2021 2021 2021
providing timely and accurate data for compiling quarterly national accounts Consultations with the Departments of Business and Social Statistics of the timely processing of relevant data and indicates, as well as their submission to the appropriate department in the Sector O National Accounts, necessary for. Finding the possibilities for additional processing of specific data and indicates, necessary for. OB and • calculation of additional quarterly data according to the ESA2010 transmission program. Inclusion of additional quarterly data according to the ESA2010 Inclusion of additional quarterly data according to the MF in Accounting the usage of administrative and other data sources in the field of basiness and social stratistics Description Description Possion Account sources and methods for calculating: • compensation of employees; • numer,	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	5% of usage of administrative data sources	50%	Partially achieved	Review and analysis of the da Analysis of employment and h Pertially completed. The main ESX2010 requirements have b the elaboration of employment sources and reational accounts	urs worked based on National acco data sources concerning GDP data en analyse, in other reviewed. Meanw and hours worked - quarterfy data, th	unts figures, quarterly and annual data; by hoome approach and employment and hours worked based on his, the emilable information from SSO (Department for Labour an model for GOP by income approach reviewed and analysed. For work, performed during the period concerned the available data	of production and submission of the basic data Improvement of data coverage according to ESA 2010 requirements Improvement of data coverage and consistency according to ESA 2010 requirements Continuation of the activities under the project of Statistics	2021 2021 2021

Priority		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020 Achieved		PROGRESS OF IMPLEMENTAT	ION OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED TIM
weasure						Partially achieved	Completed	Partially completed	Not completed		REALISATION
P1M3A	Activity/sub-activity Delineation of Gross Capital Formation	State Statistical	Q4 2021	Delineation of gross investments	85%	Not achieved Partially achieved					
	Obtaining the experimental calculation for inventories from the	Office State Statistical	Q3 2020				Partially completed. The work	performed includes: discussion of t	the current situation in the compilation and transmission of national	Improvement of data coverage and	2021
	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 of work in progress and improving the holding gains/losses).	Office					accounts data on Gross capital f Changes in inventories; mark-up FIFO valuation, timespan - chec using direct data if/when availab	ormation and changes in inventorie o for the Work in progress inventori king the plausibility of using the an	as - data sources, coverage, Identification of deficiencies in estimates of es, Improving the estimations of Changes in inventories: HG only for nual inventories frame for calculation of the quarterly figures versus cies in data and methods. A Gap Analysis of the delineation of gross	consistency with ECC 2010 (ESA 2010).	
P1M3A	Strengthening the human capacities that will bear the burden of the activities planned*	State Statistical Office	Q4 2021	Number of persons employed in the relevant area	In National Accounts Sector 3 new employments are approved	Not achieved					
	Toppending on the manner of the current realization of the activities of this priority P1M3 and the subactivities A1, A2 and A3, the perception of the financial possibilities for strengthening the human capacities for timely and successful realization of this priority.	State Statistical Office	Q4 2021				Not completed. The activity is r	tot completed due to lack of funds f	for realization of the employment plan for 2020.	Prepare and implement new employment plan of the SSO for 2021.	n 2021
P1M3A	ESA 2010 Transmission	State Statistical Office	Q4 2021	% of data transmitted to Eurostat in accordance to ESA 2010 Transmission Programme	85%	Partially achieved					
	Data preparation and filing in transmission table to Eurostat according to the Transmission Program in accordance with ESA 2010	State Statistical Office	Q4 2021				2010, Annex B Data Transmissi	on Programme – e.g. including GD	DP quarterly data and additional data according to Reg 549/2013 ESA P by income approach, Employment and Hours worked, Labour on. The Gap Assessment report and the Action Plan have been	Improvement of data coverage and consistency with ECC 2010 (ESA 2010).	2021
P2 Revenue Mobiliza	ion Join Statistics formation in the state of the state o			•			•			•	*
P2M1 Improved rever P2M1A	ue legislation framework, harmonized with the EU Acquis Harmonisation of tax and customs legislation in line with relevant	MoF - Tax and	Q1 2023	a) Analysis of current national legislative	Reports with written recommendations for	Partially achieved					
	EU Acquis and best practices	Customs Policy Department		framework on taxations and its alignment with the EU acquis	improving customs and tax legislation prepared						
		(TCPD)		b) Report with recommendations for improvement of the current national legislative framework for taxations	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	Not achieved					
				c) Drafted amendments (or new laws) of tax and customs legislation	Methodology tools for customs and tax legislation and policies developed	Not achieved					
				d) Number of workshops for	Trainings on best practices on newly	Not achieved					
				implementation of the amended legislation organized for the MoF and the PRO	introduced measures in the newly drafted customs and tax legislation (number of workshops and number of trained persons)						
				e) Number of adopted legislations	Organized and implemented public awareness events	Not achieved					
					 Study visits for exchange of experience 	Not achieved					
					and knowledge in EU Member States (number of visits and number of						
L	Gap analysis of national legislative provisions (laws and bylaws and	MoF - PRTCPD	Q4 2022		participants)		Partially completed. This meas	sure will be implemented with twinn	ing support under the EU-IPA 2018 twinning project Improving	In the next period, by end of 2020, the	
	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;						Revenue Collection and Tax and	d Customs Policy with twinning par islation in the area of taxation and c	thers from Austria and Croatia. sustoms harmonized with the Union Acquis, standards and best and Tax and Customs Policy' is related to harmonization of tax and	following activities are planned to be delivered: performing gap analysis of remaining national laws, such as Personal Income Tax, Profit Tax, Property Taxes and	
	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;	MoF - PRTCPD	Q4 2022				customs legislation with EU acq legislation started in May 2020.	uis, standards and best practices.P	roject activities related to harmonization of the tax and customs	Customs Measures for Protection of Intellectual Property Rights; elaboration of written recommendations for improvement of the Value Added Tax Law and Customs	
	Reports on the current normative framework on suspending autonomous customs tariff duties, favourable tariff treatment of goods for end-use, guarantese of customs debt and whice-for of nucleicad claims, customs fees, their compliance with EU best practices and recommendations for their improvement prepared;	MoF - PRTCPD	Q4 2022							Code; preparation on Reports on the normative framework on suspending autonomous customs tariff duties favourable tariff treatment of goods for end-use, guarantees of customs debt and write-off uncollected claims. customs fees and for	
	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);	MoF - PRTCPD	Q4 2022							drafting and alignment of the Customs Law (new UCC) and bylaws with EU legislation.	
	Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation;	MoF - PRTCPD	Q4 2022								
	Methodological tools (guidelines/instructions/manuals) based on the new drafted legislation developed (in both English and Macedonian language);	MoF - PRTCPD MoF - PRTCPD	Q4 2022 Q4 2022								
	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;	MOF - PRICPD	Q4 2022								
	Impact assessment of the alignment of the Customs tariff MFN rates with the EU Common External Tariff prepared:	MoF - PRTCPD	Q4 2022								
	Public awareness events on the new customs legislation organised and	MoF - PRTCPD	Q4 2022								
	conducted; Methodological tools for managing and creating customs policy developed;	MoF - PRTCPD	Q4 2022								
	Exchange of knowledge and skills throughout study visits to Member State with relevant employees, focused on legal framework harmonisation with EU acquis and best practices and EU standards,	MoF - PRTCPD with CARNM	Q4 2022								
	methodological tools implementation. Gag analysis of national legislative provisions (laws and bylaws and methodology) compared to the latest EU legislation and best practices, in the area cl+PT. Profit Tax, VAT. PRO, Tax Procedure (paperless administration and tax debt management), and other related legislation	MoF - PRTCPD	Q1 2023								
	Trainings provided on the best practices, regarding the newly established measures in the new drafted legislation in the following areas: PTI, Profit Tax, VAT, Exclose Dulles, PRO, Tax Procedure (paperless administration and tax debt management) and other related legislation (at least 10 training).	MoF - PRTCPD	Q1 2023								

	RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020 Achieved		PROGRESS OF IMPLEMENTATION	OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTE
					Partially achieved	Completed	Partially completed	Not completed		REALISA
Activity/sub-activity Public awareness events on the new tax legislation organised and	MoF - PRTCPD	Q1 2023			Not achieved					
conducted	MoF - PRTCPD	Q1 2023								
Exchange of knowledge and skills throughout study visits to Member State with relevant employees, focused on legal framework	with PRO	Q1 2023								
harmonisation with EU acquis and best practices and EU standards, methodological tools implementation										
nd customs services and procedures			*	· · ·					-	-
1 Implementation of the project activities foreseen in the PROs Modernisation Programme (including reengineering of business	PRO	Q4 2022	 a) E-submission of the "Calculation for all personal income payments (except the 	a) /						
processes, new Tax Integrated IT system)			payments of salary)"							
			b) Issuing pre-populated Annual Tax	b) /		_				
			Return by PRO c) Improved Contact Centre and Tax			_				
			Counters Services	6)7						
			 d) Re-engineered business processes for the new tax integrated IT system 	d) implemented BMP software and licenses	Partially achieved					
			e) New tax integrated IT system HARDWARE	e) Initiated tender procedure	Not achieved					
			f) New tax integrated IT system	f) signed contract	Not achieved					
			SOFTWARE g) Quality Assurance technical support for	g) signed contract	Not achieved	_				
			implementation of the new integrated IT system, provided for PRO							
			 h) Risk Evaluation System – RES for tax audit 	n) /						
			i) Established new IT system hall	i) signed contract	Achieved					
			j) Assessment report on the existing methodological tools and implementing	 j) Assessment report on the existing methodological tools and implementing 	Partially achieved					
			arrangements in the PRO with recommendations for improvement	arrangements in the PRO with recommendations for improvement						
			prepared;	prepared;						
			 k) New/updated methodological tools delivered (incl. assessment reports, action 	 k) New/updated methodological tools delivered (incl. assessment reports, action 	Partially achieved					
			plans, guidelines, instructions, manuals and control procedures in line with the	plans, guidelines, instructions, manuals and control procedures in line with the						
			procedures and best EU practices);	procedures and best EU practices);						
			I) Training Needs Assessment elaborated	I) Training Needs Assessment elaborated	Partially achieved					
			and a Training plan developed and implemented through	and a Training plan developed and implemented through seminars/workshops/						
			seminars/workshops/ round table	round table discussions/conferences/ on-						
			discussions/conferences/ on-the-job training for the tax employees to improve	the-job training for the tax employees to improve the administrative capacities of the						
			the administrative capacities of the Public Revenue Office	Public Revenue Office						
			m) Quality Control Plan aligned with the	m) Quality Control Plan aligned with the	Partially achieved					
			Project Plan for the implementation of the new IT system, e-services and business	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	n) Plan for integration of data and establishment of Data Warehouse and Plan	Not achieved					
			Plan for utilization of data for different	for utilization of data for different analysis						
			analysis prepared	prepared;						
Strengthening of PRO staff and new recruitments	PRO	Q4 2022				Not completed. No new emp 2020.	oyments/promotions were realized during	reporting period as planned in the Annual Employment Plan for	Adoption of the Annual Employment Plan for PRO for 2021	2021
Development and re-engineering of business processes for the new tax	PRO	Q4 2020						ear. Modelled Business Processes (BPM2) that show the global	Procurement of BMP tool (software and	2021
integrated IT system (prepare and deliver a Business Process Modeling (BPM2) showing global scheme of business processes which should be								d into the new IT system ("TO-BE" system) were delivered as well tegrated IT system and quality control - technical support for	licenses) was completed unsuccessfully, ther was no economic operator that meets the	re
re-engineered and integrated in the new IT system ("TO-BE" system):						implementation. The purchase	of the BMP tool (software and licenses)	has been unsuccessfully completed, there was no economic	criteria. The procedure should be repeated in	۲
supply - BMP software and licenses; Technical Specification for New ta integrated IT system hardware and software and for quality assurance -	×					operator that meets the criteria repeated.	a. The amended tender documentation ha	s been prepared and the procurement procedure needs to be	the next reporting period.	
technical support for implementation)										
Software for the new integrated tax IT system and technical support for providing quality assurance during the implementation of the software	PRO	Q4 2022				Not completed.Regarding th	e software for the new integrated IT tax sy	stem and technical support for quality control during software submitted a Notification (as a Response to the PRO letter dated	Preparation of a project proposal with the World Bank for financing the new IFMIS and	
providing quality assurance during the implementation of the software						30/06/2020, addressed to the	EUD). The letter states that EUD is not or	onfident that financing of fragmented modules of PRO's current	expansion of the new IT system of the PRO.	
								blic Financial Management Reform Programme (2018-2021) and remaining required modules from PRO's own resources. The		
						Public Revenue Office with th	e support of Ministry of Finance is in the p	rocess of searching for new donors for the remaining modules. The	3	
						application for a new project to	nistry or Finance and the World Bank hole finance the development of the new IFM	d online meetings and regular electronic communication within the IS and the expansion of the new IT system of the PRO.		
										2020/202
Establishment of new IT System Hall (Design and Design Supervision of	of PRO	Q4 2022	1			Completed. IT system hall in	the PRO - General Directorate Skopje ha	is finished.		2020/202
IT System Hall, Construction and Certification)										

	RE	SPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020 Achieved			N OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPEC
Activity/sub-activity						Partially achieved Not achieved	Completed	Partially completed	Not completed		REAL
Upgrading of existing PRO subsystems and IT equipment of licenses etc. (Upgrading of application for registry and tax accounting, maintenance of e-personal act, Upgrading and maintenan Application for validation and calculations of tax returns, T Application, Specifying, Developing, Testing and Implem Management Schware and Debt Collection Procedures, U Maintaining the Gaming System - NIS, Upgrade of GPRS	Upgrading and ce of E-Taxes, ax Procedure inting Debt Ipgrading and	PRO	Q4 2022				of the new crisis with the Coron the introduction of the state of e - Upgrading and maintaining e implemented module, return / d use. - The upgrade and maintenanc - A technical specification for th	a virus Covid -19, the initiated activiti mergency. The following activities ha personal income tax. The upgrade is iversion - but the realization of the pro- e of e-taxes has started. e application module Debt Managem	stems and PRO equipment maintenance, license, etc., as a result is or the prepared tachnical specification are mainly delayed due to ve been implemented in this area: being implemented MPN in progress, implemented PIT – DB, cess is in progress. A certificate has been issued but is not yet in wit and Debt Collection Procedures has been prepared. A request h Macedonia for conducting a public procurement procedure.	Finalisation of the upgrade of application for registry and tax eccounting. Upgrading and maintenance of e-personal tax. Upgrading and maintenance of E-Taxes, Application for validation and calculations of tax returns, Tax Procedure Application, Speethyng, Developing, Testing and Implementing Debt Management Software and Debt Collection Procedures, Upgrading and Maintaining the Gaming System, Upgrade of GPRS	
Enhancement of the capacities of the Public Revenue Offi enforcement of improved tax legislation	ce for	PRO	Q4 2024				project Improving Revenue Coll	ection and Tax and Customs Policy,	• implemented with twinning support under the EU-PA 2018 twinnin Component 1 (Legislation in the area of taxation and customs oject activities related to harmonization of the tax legislation started in the support of the support	in Implementation of activities in accordance with the Work Plan	2020/ h 2020-
Improvement of the capacities in the areas of management ta collection and tax assessment, detection of tax evasion indirect methods for assessment of undeclared income, in function in the internal coording systems, professional and of standards for the conduct of the employees, human resour- management, public procurement, international exchange and in the moderization process of the tax administration	with using of ternal audit athical rces of information,	PRO	Q1 2024				Customs Policy, which started in Office for enforcement of nation strengthen the capacities of the As of end-December 2020, 10 modernization of the PRO and representatives of the PRO part	n January 2020. Namely, the compor al legislation, IT services and procedu PRO. activities have started, related to the o professional and ethical standards, a	IPA 2018 binning project Improving Revenue Collection and Tax as end 4 Operational and administrative capacitiss of Public Revenue res improved of this twinning project is specifically designed to collection of isaxe, VAT refunds, submatic data exchange, seesament report for BEPS new updated method of Tax control. 56 affit han de economic crisis caused by the COVID-16 pandemic, the	Implementation of activities in accordance with	ħ
Implementation of quality assurance for the new Π system and business processes	1, e-services	PRO	Q1 2024				Not completed.Regarding the implementation, on 02/07/2020 30/06/2020, addressed to the E system will lead to achieving th therefore proposes to continue Public Revenue Office, the Min Public Revenue Office, the Min	software for the new integrated IT tax the Delegation of the European Unit (UD). The letter states that EUD is no strategic objectives defined by the F with financing the implementation of t support of Ministry of Finance is in th stry of Finance and the World Bank It	system and technical support for quality control during software in submitted a Notification (is a Response to the PRO letter dated volume in the second second second second second second second to be Francial Management R Hofm Programme (2018-2021) and ne remaining required modules from PRO's own resources. The process of second ing for new donces for the remaining modules. Th old online meetings and regular electronic communication within th MS and the expansion of the new T system of the PRO.		2020-
										Implementation of activities in accordance with the Work Plan	h 2020
Design of the Data Warehouse 2M2A2 Strengthening operational capacities of CARNM to inc	crease the	PRO Customs	Q1 2024 Q4 2022	a) Number of decisions to use simplified	New / updated methodology tools	Partially achieved	Not completed. Not started yet	<u>.</u>		/	/
quality of controls and responses and introducing fur simplification of procedures	ther Ac	dministration		procedures increased b) Master Plan to overcome gaps and needs prepared	developed Organized and implemented public awareness raising events on customs	not achieved					
				c) Action Plan and technical specification prepared d) Number of trained customs officers and	procedures (number of events) National technical specifications prepared and delivered Conducted study visits for exchange of	Partially achieved not achieved					
				economic operators according the Plan	experience and knowledge in EU Member States						
New/updated guidelines, instructions, manuals and contro in line with the procedures and best working practices in t prepared (in both English and Macedonian language);		Customs dministration	Q4 2022				Partially completed.Implemen Collection and Tax and Custom	tation is ongoing from February 2020 s Policy" with Austrian and Croatian t	Activities are part of the Twinning project "Improving Revenue wining partners.	The activities of the project continue in 2021 according to the planned dynamics, and activities are implemented through electronic communication	2021-3
Public awareness events on the new customs procedures conducted:		Customs dministration	Q4 2022								
National technical specifications of the EU Required IT sy prepared and delivered (in English language);	stems Ac	Customs dministration	Q4 2022								
Transfer of know-how carried out, through study visits to 1 with relevant employees, closed on improved operationa administrative capacities of Customs Administration for er the new legal acts and procedures for customs and excise investigations, collection of duties, strategic planning, bus modeling, IT support and fight against economic crime (t determined upon agreement with the selected MS).	I and Ac forcement of control and iness process	Customs dministration	Q4 2022								
P2M2A3 Introducing enhanced models and methods to strengt	then the	Customs	Q4 2022	a) No of financial investigations conducted	a) Training needs assessment and training	Partially achieved					
control system to prevent, detect and fight against cu and illegal trafficking of goods while facilitating the tr	ade Ad	dministration		i) Plan to overcome gaps and needs prepared	program prepared b) Conducted trainings for the customs staff (number of trainings and number of employees)	Partially achieved					
				ii) Upgrade of equipment and tools used by the customs officers to implement and enforce enhanced models and methods of controls	 c) Conducted study visits to exchange experience and knowledge in EU Member States 	Not achieved					
Training Needs Assessment elaborated and Training Pro developed and implemented for customs employees invol enforcement of the new legal acts and procedures for cust excise, collection of duties, strategic planning, business p modeling, IT support (including relevant IT biolo), central i investigations and fight against economy crime;	ved in: Ac toms and rocess	Customs dministration	Q4 2022					itation is ongoing from February 2020 s Policy" with Austrian and Croatian t	Activities are part of the Twinning project "Improving Revenue wining partners.	The activities of the project continue in 2021 according to the planned dynamics, and activities are implemented through electronic communication	2021-
Transfer of know-how carried out, through study visits to N with relevant employees, focused on improved operationa administrative capacities of Customs Administration for er the new legal acts and procedures for customs and excise investigations, collection of duties, strategic planning, bus modelling, IT support and fight against enconnic crime (tr	I and Ac forcement of b, control and iness process	Customs dministration	Q4 2022								

ire		RESPONSIBLE INSTITUTION	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020 Achieved	PROGRESS OF IMPLEMENTATION OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTE
						Partially achieved	Completed Partially completed Not completed		REALIS
P2M2A4	Activity/sub-activity rovision of equipment and tools to implement enhanced models	Customs	Q1 2021	a) Preparation of technical specification	a) /	Not achieved			
	r control, facilitate trade and increase quality of services	Administration		b) Procuring equipment	b)Signed contract for procurement and delivered equipment according to the technical specification	Partially achieved			
1	ublication of Tender for procurement of equipment and selection of the nost favourable bid	Customs Administration	Q4 2020				Partially Completed. Technical specification was prepared in 04/2019. Prior information notice published on 14.10.2019, was published in February 2020. Agreements have been signed for both lots. The equipment is expected to be delive first quarter of 2021.	Tender dossier The equipment is expected to be delivered in the first quarter of 2021 according with the signed Agreements.	2021
ring stability	of the PFM systems in case of crisis	PRO/	Q4 2021	a) Establishment of Disaster Recovery		Bent Benedities I			
	insuring spatial facilities for Disaster Recovery Centre and stablishment of Disaster Recovery Centre for PFM System	CARNM/SAO		a) Establishment of Disaster Recovery Centre	Technical Specification prepared	Partially achieved			
5	telining user requirements (technical specification) for hardware and oftware for the Disaster Recovery Centre	PRO/ CANRM/SAC	Q4 2020				Partially Completed. Technical specification was prepared in Q2/2020. Prior information notice published on 28.10.2019. was published in July 2020. The tender procedure has been completed. The center is expected to be established by		2021
5	ublication of Tender for procurement of hardware and software and election of the most favourable bid	PRO/ CARNM/SAO	Q4 2020				2021.	the end of 2021.	
and Budget	ng nme based budget approach and improved project information								
P3M1A1	mme based budget approach and improved project information mplementation of the proposed program based budgeting pproach	MoF and budget users	Q4 2021	a) Improvement of methodology and guidelines for new programme budgeting	methodology, structure of program	Not achieved			
				b) Trainings for programme budgeting	budgeting) with a presentation of good practices b) Completed analysis of the system of	Not achieved			
				conducted	program indicators and their evaluation in accordance with good practices	Not achieved			
				c) % of budget users applying new classification	I				
1	trengthening the capacities of the Ministry of Finance and the budget sers for appropriate implementation of budget programmes	MoF and budget users	Q4 2021				Not completed. These two subactivities will continue in 2021 as a part of the activities of Ministry of Finance supported by in the preparation of the new OBL. These activities are related to secondary legislation preparation, more precisely with drat Methodology and guidelines for onev programme budgeting. In this stage it is important to have meeting with budget users and the stage of the stage of th	ting Ministry of finance is doing with foreign	is esta
	rocess analysis, monitoring and control of programme budgeting	MoF and budget users	2021				further analyses. Process of strengthening the capacities, trainings, monitoring and control of programme budgeting will con have established proper programme classification. This process is aligned with the new IFMIS.	ne once we law.	or
P3M1A2	onduct Public Investment Management Assessment (in ollaboration with IMF)	MoF/budget users/SoEs	Q2 2020	PIMA assessment conducted	PIMA Report delivered to national authorities	Achieved			
-	ingagement of the team for the assessment.	MoF	Q1 2020				Completed. In the period from January 21 to February 4, 2020, a team of experts from Fiscal Affairs Department (FAD) of the	ne International	
							Monetary Fund (MF), World Bank, and European Court of Auditors, conducted the Public Investments Management Asses which aimed to evaluate the quality of public investment management practices (the focus is on infrastructure projects).		
1	leetings and cooperation with all relevant institutions	MoF/budget users	Q1 2020				Completed. The implementation of the technical mission, the provision of data requested by the MF team of experts and the of technical meetings with national institutions was coordinated by the Minstry of Finance - International Relations Debt Management Department. All Minstrists and other institutions, regulatory bodies and state-owned enterprises (SOE) til infrastructure projects participation in the Assessment.	and Public	
ī	roviding data and documents.	MoF/budget	Q1 2020						
1	leport prepared	users/SoEs MoF and budget	Q2 2020				Completed. The Final PIMA report was submitted by the IMF to the Ministry of Finance on April 28, 2020. The report asses	ses the quality	
		users/SoEs/IMF/W B					(institutional set-up and effectiveness) of the so-called PM institutions in the three main phases of the investment cycle: pla allocation and implementation, identity findings and make recommendations for improving the public investment managem	nning, ant framework.	
P3M1A3	Improvement of the information on the projects included in the budget	MoF/budget users/SoEs	Q4 2024	Transparent information on projects included in the Budget	Action Plan for improving Public Investment Management adopted	Achieved			
					Working group for implementation of the Action Plan established	Not achieved			
					New organizational unit in the Ministry of Finance for Public Investment Management established	Partially achieved			
					Trainings for Public Investment Management (number of Trainings and number of trained persons) conducted	Not achieved			
-	nalysis of the recommendations given in the report	MoF/budget users/SoEs	Q3 2020				Completed. Based on the Action Plan proposed in the PIMA Report, the Ministry of Finance prepared a draft Action Plan for		
	reparation of Action Plan for improving PIM over the short and medium arm period and adoption by the Government	MoF/budget users/SoEs	Q3 2020				Completed, based on the Action han proposed in the mink report, the winnsby of Finance prepared a drat Action Han to implementation of the recommendations, which covers the activities planned in the first two years - 2020 and 2021, which v the Government in December 2020.	ras adopted by	
ī	stablishing working group for implementation of the PIM Action plan	MoF/budget users/SoEs	Q4 2020				Not complified.Nomination of persons from relevant institutions for members of the working group for implementation of the for Public Investment Management is ongoing.	Action Plan Establishment of a working group for PIM	Q1 20
I	nplementation of the PIM action plan	MoF/budget users/SoEs	2024				Not complited. The activity will start after the establishment of the working group for implementation of the Action Plan for F Investment Management.	ublic Implementation of the Action Plan	Q4 20
	stablishment of a new organizational unit at the Ministry of Finance for ublic investment management and fiscal risk assessment and reform		Q4 2020				Partially completed. The Ministry of Finance in the new functional analysis to be conducted from 2021, envisages the esta new organizational unit within the Sector for International Financial Relations and Public Debt Management, which will deal		on Q1, 20
	nplications						related to public investment management (PIM).). In accordance with the IMF recommendations given in the report, new fur MoF are envisaged in the field of PIM which are not currently performed (no expertise and statil), in the field of assessment of public investments - infrastructure projects and fiscal risk of instructure projects.	nctions for the	1 Q4 20
			1	1					2021 0
	apacity building of the Ministry of Finance and relevant public	MoF/budget	Continuous				Not completed. The activity will start after the establishment of a new organizational unit for PIM. In terms of canacity building	og for PIM staff. Training of MoF staff	
i i	apacity building of the Ministry of Finance and relevant public westment management institutions and assessment of fiscal risks and aform implications	MoF/budget users/SoEs	Continuous				Not completed. The activity will start after the establishment of a new organizational unit for PM. In terms of capacity build the MoF will need coordinated technical assistance from the EU, the MF and the World Bank.	ng for PIM staff, Training of MoF staff	2021

е		RESPONSIBLE INSTITUTION	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020 Achieved	PROGRESS OF IMPLEMENTATION OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECT
						Partially achieved	Completed Partially completed Not completed		REALIS
	Activity/sub-activity					Not achieved			
P3M2A1	edium-term budget planning Introduction of comprehensive Medium-term Budget Framework	MoF - Budget and	Q4 2021	a) Comprehensive Medium-term Budget	Completed analysis of the scope of the	Not achieved			1
	(MTBF) and linking ERP preparation to it	Funds Department		Framework (MTBF) in place	overall budget framework, the structure of				
					public finances, including the mid-term fiscal strategy, in the context of the EU				
					Fiscal Framework (EU Directives)				
					riscal riallework (EO Dilectives)				
	Analyses of the current data, documents, guidelines and proposals	MoF - Budget and					Not completed. Starting from 2019, the MoF in cooperation with foreign experts has been conducting an analysis of existing doc	Iments The activities wil continue as part of the new	2021
	Analysis of the scope of the overall budget framework, the structure of	Funds Department					and data provided under the IPA project, as a basis to start with drafting secondary legislation for MTBF and budget expenditures	EU twinning project and WB TA.	
	public finances, including the mid-term fiscal strategy, in the context of the EU Fiscal Framework (EU Directives)	and other relevant departments					planning.		
	Ine EO Fiscal Flamework (EO Directives)	departments							
P3M2A2	Improvement of budget forecasting tools (introduction of the	MoF - Budget and	Q4 2021		List of bylaws for strengthening the budget	Partially achieved			
	baseline scenario, new initiatives)	Funds Department		costing of new policies in place	planning tools developed				
	Drafting guidelines for improvement of budget forecasting tools	MoF - Budget and					Partially completed. Through the web based system E- Circular, Ministry of Finance enable budget users in the process of prep	aration of Once we have new hudget law in place this	2020/2
	***Once we have new budget law in place secondary legislation related	Funds Department					the Fiscal strategy 2020-2022 to prepare their baseline scenarios and proposals for new initiative, as a pilot exercise. Guidelines	vere will become a standard procedure in	
	to the law regarding improvement of budget forecasting tools should be	and other relevant					submitted with circular letter.	accordance with the law and guidelines.	
	drafted	departments							
DOMOAD	Upgraded capacities of the employees in MoF and budget users on	MaD. Durdnet and	Q4 2021	a) Capacity building of the employees in	Prepared plan for training of MoF staff and	Not achieved			
P-Sm2A3	the new tools and planning process introduced	Funds Department	Q4 2021	MoF and budget users / trainingson the	budget users on the newly introduced tools	Not achieved			
	the new tools and planning process introduced			new tools introduced and new planning	and planning process				
				process (Number of trainings organised					
				and number of persons trained)					
	Trainings on newly introduced tools and planning process	MoF - Budget and		1			Not completed. Activity has not started yet.	Preparation of a plan for training of MoF staff and hudget users on the newly introduced	2021
		Funds Department	1	1				and budget users on the newly introduced tools and planning process	
ed Organi	Budget Law in line with the improvements of the PFM system								
	Preparation and adoption of new/revised organic budget law		Q4 2020	New organic budget law prepared	New organic budget law adopted	Partially achieved			
		14.5	0.4.0000						-
	Preparation of new draft organic budget law	MoF	Q4 2020				Completed.The new Budget Law has been prepared by the Ministry of Finance.		
	Adoption of a new/revised organic budget law	Assembly	Q4 2020				Partially completed. The new Law on Budgets has been adopted by the Government and it should be submitted to the Assembly	for 1. Submission to the Assembly for adoption	Q1, 20
	Adoption of a new/revised organic budget law	Assembly	Q4 2020				Partially completed. The new Law on Budgets has been adopted by the Government and it should be submitted to the Assembly adoption	2. Adoption of the law by the Assembly	Q1, 20
							auquin.	2. Adoption of the law by the Abbellibly	
P3M5A1	cities for compilation of EDP notification tables Strengthening the human capacities that will bear the burden of	State Statistical	2021	Number of persons employed in the	In National Accounts Sector 3 new	Not achieved			-
PSMSAI	the activities planned	Office	2021	relevant area	employments are approved	Not achieved			
	Initiation of a new employment procedure	State Statistical	Q4 2021				Not completed. The activity is not completed due to lack of funds for realization of the employment plan for 2020.	Prepare and implement new employment plan	n 2021
		Office						of the SSO for 2021.	
		Office						of the SSO for 2021.	
								of the SSO for 2021.	
P3M5A2	Development of a methodological knowledge for preparation of	State Statistical	Q4 2021	% of compiled EDP notification tables	50	Partially achieved	Partially completed. Presentation and discussion concerning: EDP tables and related questionnaires - sources, methodology and	of the SSO for 2021.	
P3M5A2	EDP notification tables	State Statistical Office		% of compiled EDP notification tables	50	Partially achieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under	of the SSO for 2021.	2021
P3M5A2	EDP notification tables Current training of staff through training and missions that are	State Statistical	Q4 2021 Q4 2021	% of compiled EDP notification tables	50	Partially achieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021. d Development and compilation of	2021
P3M5A2	EDP notification tables	State Statistical Office State Statistical		% of compiled EDP notification tables	50	Partially achieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under	of the SSO for 2021. d ying Development and compilation of questionnaires related to EDP notification tables. Improvement of data quality in EDP	2021
	EDP notification tables Current training of staff through training and missions that are conducted in SSO	State Statistical Office State Statistical Office	Q4 2021				timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EDP notification tables Current training of staff through training and missions that are	State Statistical Office State Statistical Office State Statistical		% of completeness of EDP Inventory,	50	Partially achieved Partially achieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021. d ying Development and compilation of questionnaires related to EDP notification tables. Improvement of data quality in EDP	2021
	EOP notification tables Current training of staff through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables	State Statistical Office State Statistical Office	Q4 2021				timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EDP notification tables Current training of staff through training and missions that are conducted in SSO	State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EOP notification tables Current training of staff through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables	State Statistical Office State Statistical Office State Statistical Office State Statistical	Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EDP notification tables Current Training of datif through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EDP notification tables Current training of draft through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical	Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EOP notification tables Current Taining of dist through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EDP notification tables Current training of draft through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
	EOP notification tables Current Taining of dist through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EOP notification tables Current training of distlifthough training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EDP notification tables Current training of datif through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory,			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EOP notification tables Current training of distifthrough training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS)	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	30	Partially achieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EDP notification tables Current training of drifthrough training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP notification tables Preparation of EDP nuestionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010			timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EOP notification tables Current training of distifthrough training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS)	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially achieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EDP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS	Partially schieved	Interestative. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the undert government accounts ac	of the SSO for 2021.	
P3M5A3	EOP notification tables Current Taining of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially schieved	timetable; EDP Inventory of the methods, procedures and sources used for the compilation of deficit and debt data and the under government sector accounts according to ESA/2010;	of the SSO for 2021.	2021
P3M5A3	EDP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially schieved	Interestative. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the undert government accounts ac	of the SSO for 2021. d ying Development and compliation of questionnairse ratiator to EDP notification tables. Improving the Guidelines for EDP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dossier for public procurrement based on the prepared function	2021
P3M5A3	EOP notification tables Current Taining of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially schieved	Interestative. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the undert government accounts ac	of the SSO for 2021.	2021
P3M5A3	EOP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepared functional and technical specification tables Implementation and realization of the public procurement for the new	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially schieved	Interestative. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the undert government accounts ac	of the SSO for 2021. d yeg Development and compliation of questionnaires related to EDP notification tables. Improving the Guidelines for EDP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dossier for public procurement based on the prepared functione related to a final prepared functione methodology.	2021 al
P3M5A3	EDP notification tables Current Taining of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP fuventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepared functional and technical specification to the new FMIS Implementation and realization of the public procurement of the new IMS	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q1 2024 Q1 2024	% of completeness of EDP Inventory, compliant to ESA 2010	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially schieved	Instatuse. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the under government account account account accounts accounts accounts the source of th	of the SSO for 2021. d ying Development and compilation of questionnairs ratated to EDP notification tables. Improving the Guidelines for EDP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dessire for public procurement based on the prepared function and technical specification for the new FMIS.	al 2021
P3M5A3	EDP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP notification tables Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepared functional and technical specification to the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation controls	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q1 2024 Q2 2021 Q4 2021	% of completeness of EDP Inventory, complexit to ESA 2010 a) New Integrated Financial Management Information System implemented	a) Announced public procurement for IFMIS b) Evaluation and selection of the most favourable bidder	Partially schleved Not achieved Not achieved	Instatuse. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the under government account account account accounts accounts accounts the source of th	of the SSO for 2021. d yeg Development and compliation of questionnaires related to EDP notification tables. Improving the Guidelines for EDP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dossier for public procurement based on the prepared functione related to a final prepared functione methodology.	2021 al
P3M5A3	EDP notification tables Current Taining of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP fuventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepare functional and technical specification to the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization and the public procurement for the new FMIS Implementation a	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF	Q4 2021 Q4 2021	% of completeness of EDP Inventory, completent to ESA 2010 a) b)	a) Announced public procurement for IFMIS b). Evaluation and selection of the most	Partially schieved	Instatuse. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the under government account account account accounts accounts accounts the source of th	of the SSO for 2021. d yeg Development and compliation of questionnaires related to EDP notification tables. Improving the Guidelines for EDP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dossier for public procurement based on the prepared functione related to a final prepared functione methodology.	2021
P3M5A3	EDP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP notification tables Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepared functional and technical specification to the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation controls	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q1 2024 Q2 2021 Q4 2021	% of completeness of EDP Inventory, complant to ESA 2010 a) New Integrated Financial Management Information System implemented (%) Number of subjects who record commitments according to Law/otal	a) Announced public procurement for IFMIS b) Evaluation and selection of the most favourable bidder	Partially schleved Not achieved Not achieved	Instatuse. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the under government account account account accounts accounts accounts the source of th	of the SSO for 2021. d yeg Development and compliation of questionnaires related to EDP notification tables. Improving the Guidelines for EDP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dossier for public procurement based on the prepared functione related to a final prepared functione methodology.	2021
P3M5A3	EDP notification tables Current Taining of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP fuventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepare functional and technical specification to the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization and the public procurement for the new FMIS Implementation a	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF MoF	Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q4 2021 Q1 2024 Q2 2021 Q4 2021 Q4 2021	% of completeness of EDP Inventory, completent to ESA 2010 a) b)	a) Announced public procurement for IFMIS b) Evaluation and selection of the most favourable bidder	Partially schleved Not achieved Not achieved	Interstatise. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the under government sector accurate according to ESX2010; Work on a preparation of a Memorandum of cooperation between SSO, MoF and NB in the field of EDP and GFS data Not complicated. The activity is not started yet. Not complicated. The activity is not started yet.	of the SSO for 2021. d ying Development and compliation of questionnaires related to EOP notification tables. Improving the Guidelines for EOP preparation and consistency with the ESC 2010 methodology. Preparation of the tender dossier for public procurement based on the prepared functiona and technical specification of the public procurement for the new FIMIS	2021
P3M5A3	EVP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Improvement of EDP Inventory Preparation of Memorandum of understanding in the field of GFS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepared functional and technical specification tables Improvementation and realization of the public procurement for the new FMIS Implementation and realization of the public procurement for the new FMIS Implementation and realization of neglistered commitments data according to Law on registering and reporting of commitments Preparation of quarterly reports on registered commitments according to	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF	Q4 2021 Q1 2024 Q2 2021 Q4 2021 Continuously Phogramme Continuously	% of completeness of EDP Inventory, complant to ESA 2010 a) New Integrated Financial Management Information System implemented (%) Number of subjects who record commitments according to Law/otal	a) Announced public procurement for IFMIS b) Evaluation and selection of the most favourable bidder	Partially schleved Not achieved Not achieved	Instability of the methods, procedures and sources used for the compliation of deficit and debt data and the under government sector accounts accounts accounts accounts accounts of the sector accounts	of the SSO for 2021. d ying Development and compliation of questionnaires related to EDP notification tables. Improving the Guidelines for EDP preparation and considency with the EBC 2010 methodology. Preparation of the tender dossier for public procurrement based on the prepared function and technical specification for the new IFMIS mplementation and realization of the public procurrement for the new IFMIS ###################################	2021
P3M5A3	EDP notification tables Current training of distift through training and missions that are conducted in SSO Preparation of ESA 2010 based EDP notification tables Preparation of EDP notification tables Preparation of EDP questionnaires Consistency between ESA 2010 transmission tables and EDP notification tables Preparation of Memorandum of understanding in the field of GPS of new financial management information system (FMIS) Supporting the Development of Integrated Financial Management Information System Preparation of the tender dossier for public procurement based on the prepared functional and technical specification for the new FMIS Implementation and realization of the public procurement for the new FMIS Publication of quarterly reports on registered commitments data according to Law on registering and reporting of commitments	State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office State Statistical Office MoF MoF MoF	Q4 2021	% of completeness of EDP Inventory, complant to ESA 2010 a) New Integrated Financial Management Information System implemented (%) Number of subjects who record commitments according to Law/otal	a) Announced public procurement for IFMIS b) Evaluation and selection of the most favourable bidder	Partially schleved Not achieved Not achieved	Interstatise. EDP Inventory of the methods, procedures and sources used for the compliation of deficit and debt data and the under government sector accurate according to ESX2010; Work on a preparation of a Memorandum of cooperation between SSO, MoF and NB in the field of EDP and GFS data Not complicated. The activity is not started yet. Not complicated. The activity is not started yet.	of the SSO for 2021. d ying Development and compliation of questionnaires related to EDP notification tables. Improving the Guidelines for EDP preparation and considency with the EBC 2010 methodology. Preparation of the tender dossier for public procurrement based on the prepared function and technical specification for the new IFMIS mplementation and realization of the public procurrement for the new IFMIS ###################################	al 2021

		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020		PROGRESS OF IMPLEMENTATION	OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED 1
		INSTITUTION				Achieved Partially achieved	Completed	Partially completed	Not completed		REALISAT
	Activity/sub-activity					Not achieved	compreted	T in thinly completed			
P4M3A2	bt management Preparation of the Debt Management Strategy as separate	Ministry of Finance	Q4 2020	Preparation of debt management strategy	Debt Management Strategy adopted	Achieved					1
	document Capacity building/trainings – continuous activity	Ministry of Finance	Q4 2020				Destielly sempleted in Column	2000 MID mission for second by building	g was held where one of the covered topics was the Debt	New trainings of MoF employees under	2021
ľ	capacity building/bainings - continuous activity	winitiative of Finance	QN 2020				Management Strategy, Annual b	prowing plan and introduction to debt s	ustainability analises. Due to the Covid-19 crisis, several Wor	rld GDRM Program by the World Bank organise	d 2021
1	Preparation of Debt Management Strategy as separate document	Ministry of Finance	Q4 2020				Bank trainings related to public of Completed. The debt manageme	ebt management were postponed. nt strategy as a separate document wa	s adopted in Q4 2020.	in 2021. Submission of the Debt Management Strateg	y Q4 2020
		-								for adoption by the Governement.	
7	Adoption of Debt Management Strategy as separate document	Government	Q4 2020				Completed.The adoption of the	Debt Management Strategy as a separa	te document was realized in Q4 2020	Adoption of the Debt Management Strategy b	y Q4 2020
41124.4	Strengthening human capacities/Strengthening the capacities for	Ministry of Finance	Q1 2020	a) number of newly employed staff	2 new recruitments	Not achieved				the Governement.	_
	debt management planning	-		a) humber of newly employed stan	2 new recruitments	Not achieved					
	Vacancy announcement	Ministry of Finance	Q1 2020				Not completed.			Start of the recruitment procedure for new sta	ff 2021
	Improving MTDS framework and coordination with Debt	Ministry of Finance	Q2 2021	Improvement of Dept. Management Strategy with DSA and MTDS tools	/						
1	Sustainability Analysis Identifying responsibilities within the Ministry of finance for the	Ministry of Finance	Q4 2020	Strategy with DSA and WT DS tools			Partially completed. In Februar	2020, WB mission for capacity buildin	g was held where one of the topics was presentation of Debt	Introduction of DSA within debt management	2021
<u>1</u>	preparation of a debt sustainability analysis World Bank Mission within Government Debt and Risk Management	Ministry of Finance	Q2 2021				sustainability analyses. Within th Partially completed. In Februar	is mission the concept of delegating res 2020, WB mission for capacity buildin	sponsibilities was set up. Ig was realized. It is expected to have additional missions duri	strategy ng New trainings of MoF employees under	2021
1	Programme						2021.			GDRM Program by the World Bank organised in 2021.	d
4M3A6	Improving software support for debt management process	Ministry of Finance	2024	Operational module for e-Debt developed	* see Target for P4M1A1 - Development of	Not achieved				112021.	
					a New Integrated Finance Management Information System (IFMIS)						
4M3A7	Strengthening the Management of Foreign Assistance	Ministry of Finance	Q4 2020	Enable delivery of requested data from	Upgraded FAMA application	Achieved					
			G-1 2020	FAMA to e-debt							
1	Preparation, implementation and realization of public procurement for maintenance of FAMA, in the framework of which functionality	Ministry of Finance	Q2 2020						ctionality improvement was implemented that enables delivery	of Concluding an annual contract for the maintenance of FAMA for 2021.	Q3 2021
	maintenance of FAMA, in the framework of which functionality improvement will be implemented.						requested data from FAMA to e-o	eut.		Revision in the software application on the	
4M3A8	Enhance cash forecasting and expand the horizon of cash	Ministry of Finance	Q4 2020	Procedure for active cash management	Procedure for active cash	Not achieved				project completion date.	
	planning Develop a business process for implementing active cash management		Q4 2020	-	managementprepared		Not complleted. The activity is r	at startedt		Develop a business process for implementin	- 04 2024
		Ministry of Pinance	Q4 2020				Not complicted. The activity is i	ot staned yet.		active cash management	g Q4 2021
ening put P4M4A1	blic procurement system Streamlining (revision) of the mandate and responsibilities of the	1	Q4 2020	a) Modified competencies of relevant	a) 13 new recruitments in PPB	Partially achieved					1
1	institutions involved in the public procurement system			institutions in public procurement in accordance with the analysis according the							
				SIGMA Report							
	Strengthening the capacities of PPB	MoF	Q4 2020	 b) Number of newly recruited staff 	b) 1 new recruitments in SAC	Not achieved	Partially achieved. All vacancie	s planned with 2020 action plan were a	nnounced; 13 new employments were planned with Action Pla	Finalization of recruitment procedures for two	Q1 202
									re for 2 new employments is still in process and it is expected		
	Strengthening the capacities of SAC	MoF	Q3 2020					and now employment for 2020, no no	w employment was realised. SAC has 13 (thirteen) employed	civil No new employments arte planned in SAC in	-
	Surriguiening the capacities of SAC	mor	Q3 2020				servants in total.	nned new employment for 2020, no ne	w employment was realised. SNO has 13 (initieen) employed	2021	-
M4A3	Institutional strengthening of the public procurement system,	1	Q4 2021	a) Nature and extent of clear user friendly	a) Implemented activities of Components of	Partially achieved					
1	including the review set-up			guidelines and instructions standard documents and other tools available to CA	Component III of IPA 2018 Twinning Project – Strengthening of budget planning,						
				and Procurement officials SIGMA Report	execution and internal control functions						
				b) Number of trained procurement officers	b) /						
				c) % of decisions of the State Appeal	c) 10% decisions of the State Commission	Partially achieved	10.1% of the decisions of the Sta	te Commission for Public Procurement	Appeals were charged before the administrative court, and 19	9.2%	
				Commission challenged at the Administrative court and % of Appeal	on Public Procurement Appeals filed before the Administrative Court		of the decisions of the State Corr	mission were annulled by the administr	rative court.		
				commission decisions cancelled	30% - SAC decisions annulled by the						
					Administrative Court from the relaxed procedures						
	Analysis of the mandate and responsibilities of the institutions involved	PPB	Q1 2021				Partially completed. These acti	vities are implemented with the twinning	project Strengthening budget planning, execution and intern	al Realisation of the planned activity	Q1 202
1	in the public procurement system Analysis of the education system of the Public Procurement Bureau	PPB	Q1 2021				control functions. Due to the situation of the situation	ation with the COVID 19 crisis, the imple	ementation of the planned activities was prolonged. In this peri donia was prepared and delivered by twinning project experts	iod, Realisation of the planned activity	Q1 202
							with recommendations concerning	g legislation and strengthening capacit	y in the field of public procurement. Analysis of the mandate a	and	
5	Analysis of the situation, needs and possibilities of using centralized procurement	PPB	Q2 2021				Procurement Bureau are alread	started and their finalization is expected	stem and <u>Analysis of the education system of the Public</u> ad in Q1 2021. <u>Analysis of the situation, needs and possibiliti</u>	Realisation of the planned activity	Q2 202
							using centralized procurement i	s expected to start in Q1 2021.			
4M4A4	Introduction of an E-Appeal system	1	Q2 2021		a) Prepared tender documentation	Achieved					
				via the e-Appeal system (+ raising trend)							
				b) Introduction of new modules on ESPP	b) Development of software for introduction	Achieved					
					of e-complaints in the State Commission for complaints on public started						
					a superior of public states						
					,						
				 c) New Law on Public Procurement and bylaws 	/						
	Preparation of tender documentation and development of software for induction of e-complaints in the State Commission for complaints or	SAC	Q2 2021	c) New Law on Public Procurement and bylaws	/				r e-Marketplace and e-Catalogues and SAC processing syste growth and iobs. EuropeAid/138778/DH/SER/multi). has finis		Q4 202
	Preparation of tender documentation and development of software for introduction of e-complaints in the State Commission for complaints or ublic procument and implementation of the software	SAC	Q2 2021	c) New Law on Public Procurement and bylaws	1		EU support Project (FWC SIEA	018- LOT 2: Infrastructure, sustainable			Q4 202
i	introduction of e-complaints in the State Commission for complaints or public procurement and implementation of the software	SAC		bylaws	/	A.11	EU support Project (FWC SIEA	018- LOT 2: Infrastructure, sustainable	growth and jobs, EuropeAid/138778/DH/SER/multi), has finis		Q4 202
i	introduction of e-complaints in the State Commission for complaints or	SAC	Q2 2021 Q2 2021	bylaws No of recommendations for implementation of new procurement tools: e-marketplace		Achieved	EU support Project (FWC SIEA	018- LOT 2: Infrastructure, sustainable	growth and jobs, EuropeAid/138778/DH/SER/multi), has finis		Q4 202
i	introduction of e-complaints in the State Commission for complaints or public procurement and implementation of the software	SAC		bylaws No of recommendations for implementation	b)Development of software for e - marketplace for small value procurement	Achiaved Partially achieved	EU support Project (FWC SIEA	018- LOT 2: Infrastructure, sustainable	growth and jobs, EuropeAid/138778/DH/SER/multi), has finis		Q4 202
i	introduction of e-complaints in the State Commission for complaints or public procurement and implementation of the software	SAC		bylaws No of recommendations for implementation of new procurement tools: e-marketplace for small value procurement and el-	b)Development of software for e -		EU support Project (FWC SIEA	018- LOT 2: Infrastructure, sustainable	growth and jobs, EuropeAid/138778/DH/SER/multi), has finis		Q4 2021
P4M4A8 I	introduction of e-complaints in the State Commission for complaints or public procurement and implementation of the software			bylaws No of recommendations for implementation of new procurement tools: e-marketplace for small value procurement and el-	b)Development of software for e - marketplace for small value procurement		EU support Project (FWC SIEA ; and a contractor was chosen for Partially completed.Tender pro	018-LOT 2: Infrastructure, sustainable he implementation of the project. SAC	growth and jobs, EuropeAid/138778/DH/SER/multi), has finis	em (Finalisation of the software	Q4 2021

	RESPONSIBLE INSTITUTION	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020		PROGRESS OF IMPLEMENTATION	I OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED T
	INSTITUTION				Achieved	0.141	n en la la			REALISATIO
Activity/sub-activity					Partially achieved Not achieved	Completed	Partially completed	Not completed		
PP and concessions system		1								
ISA1 Establish/upgrade/unify and publish register of PPPs	Ministry of Economy (ME)	Q4 2021	Comprehensive, timely and reliable data on concluded agreements for the establishment of a public-private partnership	Adopted amendment to the Law on Concessions and Public Private Partnership	Not achieved					
Draft version of the amendment to the Law on Concessions and Public Private Partmenthp with a vet to harmonization with the EU legislation and establishing a single system for awarding public-private partmenthp agreements, i.e. 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 patternship to me beginning to end)	ME	Q3 2020				recommendations for legal regu Stentening budget planning, ex recommendations. In parallel wi World Bank to analyze and dew needed to ensure the implemen	lation in this area by World Bank exper acution and internal control functions p th the engagement of legal experts in t alop the technical specifications for the tation of the overall procedure for awar	ion of the new PPP law based on the Legal Analysis Report with Is. At the ord of July 2020, through the EU twinning project repars a draft analysis of the legal framework with the past, conference meetings were head with IT experts from the establishment of the Single Electronic PPP system, with modules dring agreements related to the establishment of a public-private t, which will generate a register of concluded agreements.		
Preparation of the Draft Law on Amending the Law on Concessions and Public Private Partnership	ME	Q4 2020					and the Twinning Project prepared a D	operation with the Working Group and with the technical assistance traft Law on Public Private Partnership which was sent to the SEA at		Q1 2021
Preparation of bylaws	ME	Q2 2021				Not completed.The preparation	of the bylaws will start after the finaliz	ation of the text of the draft law on PPP.	In the forthcoming period, the working group with the assistance of experts from the World Bank and the Twinning Project will continue with the activities for drafting the law and bylaws for their harmonization with the EU legislation.	Q2 2021-Q4 20
Preparation of draft specification for upgrading / establishing a single electronic system for public-private partnership	ME	Q3 2021				specifications for the establishm contract award procedure relate	ent of the Single Electronic PPP Syste	rom the World Bank to analyze and develop the technical m, with modules needed to ensure the implementation of the overall the partnership since publication until the condusion of the contract, he register are developed.	Preparation of a draft specification	Q2 2022
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	ME	Q1 2021				Not completed. After the finaliz	ation of the Draft Law on Public Private	Partnership, it will be submitted to the Assembly for its adoption.	At the end of March 2021, MoE plans to organize a public discussion about PPP law; to publish the law on ENER, Model of April the formation provide the state of the state of the term formation provide the state of the spectral to be adopted in Junuary (by (before elections), Adoption of the draft law by the Assembly.	Q1 2021
5A3 Harmonisation of legislation in line with relevant EU Acquis	Ministry of Economy (ME) MoF	Q1 2021	Level of compliance with EU legislation	Adopted amendment to the Law on Concessions and Public Private Partnership	Not achieved					
				Conducted PPP trainings (number of trainings and number of trained persons)	Not achieved					
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	ME MoF	Q3 2020				recommendations for legal regu	lation in this area by World Bank exper	ion of the new PPP Law based on the Legal Analysis Report with ts. At the end of July 2020, through the EU twinning project orepare a draft analysis of the legal framework with		
Preparation of a Draft Law on Amending the Law on Concessions and Public-Private Partnership	ME MoF	Q4 2020					and the Twinning Project prepared a D	operation with the Working Group and with the technical assistance raft Law on Public Private Partnership which was sent to the SEA at		Q1 2021
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	ME MoF	Q1 2021				Not completed. After the finaliz	ation of the Draft Law on Public Private	Partnenship, it will be submitted to the Assembly for its adoption.	End of March 2021, plan to organize a public discussion about PPP law; to publish the law on ENER. Middle of April the PPP law is planned to be submitted for the parliamentary adoption procedure. The law is expected to be adopted in JuneJJuly (before elections). Adoption of the draft law by the Assembly	
Trainings for PPP at central and local level	ME	Q1 2021				Not completed. The activity is r	not started yet.		In March 2021 MoE together with WB will conducted 4 PPP trainings for public sector specialists.	Q1 2021

		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020		PROGRESS OF IMPLEMENTAT	ON OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED 1
)		INSTITUTION				Achieved					OF
						Partially achieved	Completed	Partially completed	Not completed		REALISAT
1	Activity/sub-activity					Not achieved	completed	r ar thinly completed	Not competed		
al Govorna	ent Accounts established in accordance with ESA 2010 and made a	vailable for policy	makore	1		Hot domered					_
P4M6A1	Strengthening of human capacities that will bear the burden of the	State Statistical	Q4 2021	a) Number of persons employed in the	In National Accounts Sector 3 new	Not achieved					1
	activities planned	Office	GIV LUL I	relevant area	employments are approved	not donie ted					
	nitiation of a new employment procedure	State Statistical	Q4 2021				Not completed. The activity is n	not completed due to lack of funds i	or realization of the employment plan for 2020	Prepare and implement new employment plan	n 2021
	nitelion of a new employment procedure	Office	G+ 2021				not completed. The daming is h		a realization of the employment plan for 2020	of the SSO for 2021.	2021
P4M6A2	Assessment of the availability and quality of data necessary for	State Statistical	Q4 2021	a) % of available data for production of	60%	Partially achieved					
	production of Government Finance Statistics on quarterly level	Office		quarterly GFS							
	Analysis of available data sources for preparing government financial	State Statistical	Q4 2021				Partially completed, Analysis of	of data sources and discussion for e	xperimental calculation based on the existing information. Presentati	on Improvement of the availability and quality of	2021
	statistics on a quarterly basis	Office							rces, methodology and timetable; Meeting with Ministry of finance,	data necessary for production of Government	
	Fiscal data for revenues and expenditures from the Ministry of Finance						National Bank and SSO - data s	sources, calculations method used.		Finance Statistics on quarterly level	
	or central and local government and social security funds										
	Estimates based on annual data from the Central Registry for										
	eclassified institutional units										
	Estimates of methodological and conceptual adjustments in										
	accordance with the methodology of the European System of Accounts										
	2010										
	Preparation of a Memorandum of Understanding on Government Financial Statistics	State Statistical Office	Q4 2021								
		State Statistical	Q4 2021		0	Developing and the set of the set of					-
P4M6A3	Development of a capacity for implementing of methodology for calculation of General Government Accounts	Office	Q4 2021	a) Number of staff trained	3 persons trained	Partially achieved					
	calculation of General Government Accounts	Onice									
	Current training of staff through training and missions that are	State Statistical	Q4 2021				Partially completed SSO staff	are regularly trained; the activity is	ongoing	3 persons need to be trained	202
	conducted in SSO	Office	QN 2021				Partially completed. 550 start	are regularly trained, the activity is	ongoing.	5 persons need to be trained	202
	Comprehensive, timely, and reliable reporting of guarterly general	State Statistical	Q4 2021	a) % of quarterly general government	60%	Partially achieved					
	avernment accounts	Office		accounts compiled		,					
	Compilation of Table 801 (in accordance with ESA 2010 Transmission	State Statistical	Q4 2021				Partially completed. The activit	ty is ongoing		Development of comprehensive, timely, and	2021
	Program) and Table 25	Office						.,		reliable reporting of quarterly general	
	Achieve consistency with Table 2, Table 9 and NTL (National Tax List),	State Statistical	Q4 2021							government accounts	
	Table 25 and EDP Notification Tables	Office								-	
P4M6A5	Calculation of quarterly General Government Accounts	State Statistical	Q4 2021	 a) % of quarterly general government 	60%	Partially achieved					
		Office		accounts compiled							
	Processing of fiscal data for the government sector on quarterly basis	State Statistical	Q4 2021				Partially completed. The activit	ty is ongoing.		Starting of calculation of quarterly General	202
ļ		Office								Government Accounts	
	Preparation of correspondence table between national and ESS 2010		Q4 2021								
	methodology ("bridge" table)	Office									
	Preparation of quarterly non-financial sector account for the government		Q4 2021								
	sector on an experimental basis	Office	010001								
	Analysis of the quality of the obtained data	State Statistical Office	Q4 2021								
DAMEAR	To make quarterly General Government Accounts available for	State Statistical	Q4 2021	a) Preparedness of transmission tables	1						1
	Io make quarterly General Government Accounts available for users	Office	Q4 2021	a) rrepareuriess or transmission tables	/						
	15612	Onice									
	Assessment of the second-life, ofter data unlideding to be sublished on	Chata Chatiatian	Q4 2021				Net completed The activity is a	at atopted and		After unlidetien of date by Europtet date will	202
	Assessment of the possibility after data validation to be published on SSO website	Office	Q4 2021				Not completed. The activity is no	ot starteu yet.		After validation of data by Eurostat, data will	202
	DOO WEDSILE	Unice	1	1	1					be available for users	

	RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020		PROGRESS OF IMPLEMENTATIO	ON OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECT
ure	INSTITUTION				Achieved					
					Partially achieved	Completed	Partially completed	Not completed		REAL
Activity/sub-activity					Not achieved	compicted	T in thinly completed	. tor compreted		
engthening statistical services										
P4M7A3 Strengthened capacity on using standard IT tools for data	State Statistical	Q4 2021	a) Number of new data processing IT tools	12 new tools	Partially achieved	Partially completed.			Continuation of the activites under the projec	zt
processing of survey data	Office		adopted and implemented				nardware, and it has been installed i	n SSO	Improving the Production and Dissemination	
P4M7A4 Technical assistance for defining the business requirements of	State Statistical	Q4 2020	a) Business requirements of different parts	Document with description available for	Partially achieved				of Statistics. Part of the purchased equipmen	nt
different parts of the re-engineered IT system for statistical	Office		of the re-engineered IT system for	tendering		The work in this area continue	is with experts from the project		is planned for the Disaster Recovery Center i	
production			statistical production prepared for						Prilep, which is under the Mol. However, this	
			tendering						equipment is not installed there yet, because	
P4M7A5 Outsourced software development of IT system, maintenance and		Q4 2021	a) % of developed and tested modules of	IT system design	Partially achieved				Mol has not given any instructions so far.	
support	Office		the system						There is a risk of expiration of the varanty	
P4M7A7 Upgrading of the IT infrastructure (hardware and software) and	State Statistical	Q3 2020	launch of the new IT system	SSO equipment installed by mid-March	Achieved				period, before the equipment is installed then	re.
putting the new IT system into production, maintenance and	Office			2020						
support										
arent Government Reporting										
proved transparency through government reporting		-		1						
57 P5M1A1 Publishing additional data on the MoF website	MoF	Q4 2021	New fiscal information published	New fiscal data published	Achieved					
			New organizational data structure that is	Created and set up a New website of the	Achieved					
			new and improved user interface	Ministry of Finance						
-										
Preparing and publishing additional data	MoF	Continuously	1					publishing data on revenues and expenditures of the public	Continuous publication of new data	
		1	1					uarterly basis; publication of local government budget execution (local		
						government fiscal table) on a qua	arterly basis.			
Creating and launching a new MoF website	MoF	Q3 2020				https://finance.gov.mk/?lang=en			Launch of the new webpage	
										_
P5M1A2 Portals for increased fiscal transparency	MoF	Q2 2020	Publishing of Citizen's Budget	Citizen's Budget published	Achieved					
					A.1.1					
			Publication of data from the MoF's	Published data from the MoF'sTreasury	Achieved					
			Treasury (open finance)							
			Available data on LSG	Published data (analytics and transactions) on LSG in Open Finance	Achieved					
			A CONTRACTOR OF A DECISION		A.1.1					
			Available public debt data	Public debt data released in open finance	Achieved					
Publishing Citizens Budget	MoF	Continuously				http://budget.finance.gov.mk/#				
Web tool for tracking the execution of capital expenditures by budget	MoF	Continuously				https://kapitalni-rashodi.finance.go	v mk/2lang-english			-
user	mor	Continuously				Ingeringen in her her her her ber				
Increasing the coverage of the units of local self-government in the Open	MoF	Q2 2020				https://open.finance.gov.mk/en/hor	ne			
Finance portal										
Increasing the coverage of public debt data on the Open Finance portal	MoF	Q2 2020				https://javendolg.open.finance.gov.	.mk/en			
I Control										
roved PIFC (FMC and IA) legislation and methodological framework)										
P6M1A1 Preparing the new PIFC legislation		Q4 2021	a) New PIFC Law	a) PIFC Law prepared and adopted	Partially achieved					
			 b) New rulebooks for Financial 	 b) Rulebooks for FMC prepared 	Achieved					
			Management and Control (FMC)							
			c) New rulebooks for Internal Audit (IA)	c) Rulebooks for IA prepared	Achieved					
			d) New FMC Manual							
			e) New IA Manual							
Public discussion on Draft PIFC law	MoF - CHU	Q3 2020	1	1				mber 3, 2020. Additionally, on December 15, 2020, a public		
		1	1			presentation and discussion with	stakeholders was held.			
Preparation of final Draft PIFC law and submission to the government for	MoF - CHU	Q4 2020				Completed: The draft law was	adopted by the Government at th	e end of December 2020.		
adoption										
Adoption of the PIFC law by the Parliament	MoF - CHU	Q1 2021				Partially completed. The draft la	aw on PIFC has been submitted to t	he Assembly for adoption.	Realization of the procedure for adoption by	Q1 202
		1	1						the Parliament	
Preparation and adoption FMC rulebooks	MoF - CHU	Q2 2021				Partially completed.Drafts have	been prepared for some of the FM0	C regulations.	Adoption of the FMC rulebooks	2021
Preparation and adoption IA rulebooks	MoF - CHU	Q2 2021				Partially completed. Drafts have	e been prepared for some of the IA r	egulations	Adoption of the IA rulebooks	2021
		010001			Marca and Second and					
P6M1A2 Promoting the concept of public internal control system to the		Q4 2021	a) Number of promoted institutions	2	Not achieveded		o 19 pandemic, this activity has bee	n postponed, as it requires the physical presence of twinning experts		
managers of the entities of the central and local level						in the country.				
	MoF	Q4 2020				Partially completed. The select	ion of the state institutions is comple	ned.		
Selection and promoting "state institutions" in the implementation of the										
system of internal financial controls;										
	MoF	Q4 2020				Not completed. The activity is p			Continuation of relevant activites planned under the IPA Twinning project	Q4 202

		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2020	INDICATOR OUTTURN 2020	PROGRESS OF IMPLEMENTATION OF AC	TIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED
asure		INSTITUTION				Achieved Partially achieved	Completed Partially completed	Not completed		REALISATI
	Activity/sub-activity	1				Not achieved		The competed		
P6M2A1	Iministrative capacities on central and local level on FMC and IA Establishing system of continuous training and on the job training	MoF	Q4 2021	a) Public Finance School established	a) /					
				b) Adoption of Rulebooks for continuous	b) Rulebooks for continuous trainings for	Not achieved				
				trainings for FMC and IA	FMC and IA prepared					
				c) Adoption of Rulebook for training and exam for certification of internal auditors	 c) Rulebook on Training and Examination for Certification of Internal Auditors 	Not achieved				
					prepared					
	Conducting assessment with recommendations for manner of	MoF	Q4 2020	d) Organised trainings and exams	a) /		Partially completed. A working group has been established to coordinate the	activities for the establishment of the school, which will har		Q4 2021
	organisation of Public Finance School;						the task to prepare an analysis and give a proposal for the selection of a model	I for the organization of the Public Finance School.	under the IPA 2018 Twinning project	
	Preparation and adoption of Rulebooks for continuous trainings for FMC	MoF	Q4 2021				Not completed. These rulebooks will be prepared and adopted after adoption	of new PIFC law in 2021.	Continuation of relevant activites planned	Q4 2021
	and IA; Preparation and adoption of Rulebook for training and exam for	MoF	Q4 2021						under the IPA 2018 Twinning project Continuation of relevant activites planned	Q4 2021
DeMOAD	certification of internal auditors; Establishing system for supervision of IA and FMC units		Q4 2021	a) increased burners according of the CLII	a) Supervision tasks assigned to current	Not achieved			under the IPA 2018 Twinning project	
POWZAZ	Establishing system for supervision of IA and FMC units		Q4 2021	for supervision	CHU staff					
				b) Training of the staff	 b) Supervision training for CHU staff assigned to perform supervision tasks 	Not achieved				
				c) Implemented supervisions on FMC and	c) Supervisions on FMC and IA units	Not achieved				
				IA units	implemented					
	Preparation and adoption of amendments to Rulebooks on organisation and operation and on systematisation of working posts of the MoF for	MoF	Q3 2020				Partially completed. Drafted act for systematization prepared and submitted t Finance.	to the Department of Human Resources of the Ministry of	Preparation and adoption of amended Act for systematisation of the MoF	or Q1-Q2 202
	assigning new supervision tasks to current CHU staff									
	Conducting training of the staff	MoF	Q4 2020				Not completed. The activity is expected to start in Q3, 2021. It is postponed d	the to the inshifty to graphice trainings with element		Q4 2021
	Conducting training of the stan	MOP	Q4 2020				presence in conditions of COVID 19 pandemic.	de to the mability to organise trainings with physical		Q4 2021
	Quality assurance through implementation of supervisions on FMC and	MoF - CHU	Q4 2021				Not completed. The activity has not started yet.			Q4 2021
nal Control an	d Parliamentary Oversight									
proved strate	pic planning and external audit process in line with the ISSAIs Development and implementation of Strategic Plan of SAO	1	Q4 2020	a) Assassment Report on improvement of	a) Guidelines for strategic and annual audit	Achieved				
P / Miles	bevelopment and implementation of strategic Fian of SAG		Qr4 2020	audit process as per ISSAI	planning	Achieved				
				b) Strategic audit planning process in line with SAO priorities and resources available	b) Multi-annual Audit Plan 2021-2023	Achieved				
				c) SAO staff trained in strategic planning of audit	f c)/	/				
	Development of Guidelines for strategic and annual audit planning	SAO	Q2 2020	uuun			Completed. Guidelines for Strategic and Annual Planning on Audit was adopted	ed in February 2020.		
	Development of Multi-annual Audit Plan 2021-2023	SAO	Q4 2020				Completed. Based on adopted Guidelines for Strategic and Annual Planning of	on Audits. Working Group within SAO has developed the		
							SAO Stategic Audit Plan 2021-2023, that was adopted in December 2020.			
P7M1A2	Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the		Q4 2020	Report with recommendations on improving the institutional and human	Prepared fiche for a new twinning project	Achieved				
	relevant legal framework			resources capacity of SAO in order to	Human Resources Management Strategy	Achieved				
				maintain high quality of audits	with Action Plan for Implementation prepared					
	Preparing fiche for a new twinning project with elaboration of activities	SAO	Q2 2020		P. open of		Completed. Based on the published Twinning fiche for the new Twinning proj	ect "Improving external audit and parliamentary oversight"		-
	related to the SAO Development Strategy for the next five year period						MK 18 IPA FI 03 20 and the received proposal for a twinning project from an in following a selection procedure, in December 2020 the Twinning Project Cont	terested consortium of two SAIs from EU member states,		
							Twinning Project will start to be realized in February 2021, lasting for the next 2	21 months.		
	Preparing of Human Resources Management Strategy with Action Plan	SAO	Q2 2020				Completed. SAO Human Resources Management Strategy 2020-2023 with A	uction Plan for Implementation was adopted in July 2020		
	for Implementation	340	GZ 2020				Completed. SNO Human Resources Management Strategy 2020-2025 With A	contrainer implementation was adopted in only 2020		
P7M1A3	Improved administrative capacity for performance audit		Q4 2020	a) Training of SAO staff in performance	Prepared fiche for a new twinning project	Achieved				
				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						
				students, public procurement						
	Preparing fiche for a new twinning project with elaboration of activities related to the improvement of the performance audit process, in	SAO	Q2 2020				Completed. Based on the published Twinning fiche for the new Twinning proj MK 18 IPA FI 03 20 and the received proposal for a twinning project from an in	ect "Improving external audit and parliamentary oversight"		
	accordance with the recommendations contained in the benchmark						following a selection procedure, in December 2020 the Twinning Project Cont	tract was concluded with the selected twinning partners. Th	e	
	reports prepared under the implemented Twinning Project "Further Improvement of Administrative Capacities and External Audit Efficiency						Twinning Project will start to be realized in February 2021, lasting for the next 2	21 months.		1
	of the State Audit Office" MK 13 IPA FI 01 17 R									
proved scruti	y over the budget by the Parliament		L	I	I					
P7M2A2	Training needs assessment (TNA) carried out and Training plan		Q4 2020		Prepared fiche for a new twinning project	Achieved				
	elaborated for members of Parliament			(TNA) parliament administration and MP's in assessing the audit reports						
				b) Training plan elaborated for members of	f					
	Preparing fiche for a new twinning project with elaboration on the	SAO	Q2 2020	Parliament			Completed. Based on the published Twinning fiche for the new Twinning proj	ect "Improving external audit and parliamentary oversight"		
	activities contained in the Report on training needs assessment (TNA)	340	QZ 2020				MK 18 IPA FI 03 20 and the received proposal for a twinning project from an in	terested consortium of two SAIs from EU member states,		
	for parliament administration and MP's in assessing the audit reports, prepared under the implemented Twinning Project "Further						following a selection procedure, in December 2020 the Twinning Project Cont Twinning Project will start to be realized in February 2021, lasting for the next 2	tract was concluded with the selected twinning partners. Th 21 months.	e	
	Improvement of Administrative Capacities and External Audit Efficiency of the State Audit Office" MK 13 IPA FL01 17 R									