



Republic of North Macedonia

**Ministry of Finance**

**2021 ACTION PLAN  
FOR IMPLEMENTATION OF THE  
PFM REFORM PROGRAMME**

February 2021

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 1: Improved Fiscal Framework	
<b>INDICATORS</b>	<b>TARGET FY2021</b>
Establishment of Fiscal Council	Fiscal council established
Variance between tax revenue outturn and original budgeted	less than 9%
% of indicators and improved quality of statistical data produced	70% statistics aligned with EU acquis

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 1: Improved Fiscal Framework						
<b>MEASURE</b> P1M1: Formulation, adoption and implementation of fiscal rules						
<b>ACTIVITY</b> Activity 1 (P1M1A1): Designing of fiscal rule and adoption of the fiscal rule legislation						
<b>DELIVERABLES</b> Fiscal rule legislation adopted						
<b>INDICATORS</b> a) Draft Fiscal rules design b) Adoption of the fiscal rule legislation			<b>TARGET FY 2020</b> a) Fiscal rules Fiscal council legislation adopted			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Designing of fiscal rule and adoption of the fiscal rule legislation	Q1 2018	Q1 2021				
<b>SUB-ACTIVITY</b>						
Adoption of legislation for prescribing fiscal rules. (The new Budget Law envisages provisions defining and regulating fiscal rules)	Q1 2021	Q1 2021	Ministry of Finance	Assembly	/	/
Adoption of legislation for institutionalizing the Fiscal Council. (The new Budget Law envisages provisions for establishment of a Fiscal Council.)	Q1 2021	2021	Ministry of Finance	Assembly	0* *operating costs of the Fiscal Council (after it becomes operational are estimated at EUR 165.000 yearly	National budget
<b>TOTAL:</b>						<b>0</b>

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<b>PRIORITY</b> Priority 1: Improved Fiscal Framework						
<b>MEASURE</b> P1M2: Strengthening of forecasting						
<b>ACTIVITY</b> Activity 2 (P1M2A2): Strengthening the capacities for tax revenue planning						
<b>DELIVERABLES</b> Strengthened capacities for tax revenue planning						
<b>INDICATORS</b> a) Improved analytical capacities for tax revenue planning			<b>TARGET FY 2021</b> a) Realized trainings b) New micro-simulation models built			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the capacities for tax revenue planning	Q1 2019	Q4 2021				
<b>SUB-ACTIVITY</b>						
Building up new micro-simulation models	Q3 2019	Q4 2021	MoF -	/	0	
<b>TOTAL:</b>						<b>0</b>

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<b>PRIORITY</b> Priority 1: Improved Fiscal Framework						
<b>MEASURE</b> P1M2: Strengthening of forecasting						
<b>ACTIVITY</b> Activity 3 (P1M2A3): Creating procedures and operational framework for modelling related to tax revenue projections						
<b>DELIVERABLES</b> <ul style="list-style-type: none"> <li>Guidelines for short-term tax projection</li> <li>Guidelines for medium-term tax projection</li> </ul>						
<b>INDICATORS</b> a) Preparation of guidelines for short-term projection for direct and indirect taxation b) Preparation of guidelines for medium-term projection for direct and indirect taxation			<b>TARGET FY 2021</b> a) Guidelines for short-term projection for direct and indirect taxation prepared b) Guidelines for medium-term projection for direct and indirect taxation prepared			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Creating procedures and operational framework for modelling related to tax revenue projections	Q1 2020	Q4 2021	MoF - Public Revenues, Tax and Customs Policy Department (PRTCPD)			
SUB-ACTIVITY						
Trainings related to analysis and forecasting of micro-data (JVI, CEF etc.)	Q1 2020	Q4 2021	MoF - PRTCPD		1.000 EUR = 61.500 MKD  0* *costs are included under the budget for activity P2M1A1	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy

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Preparation of tax revenue models for short and medium-term projection for direct and indirect taxation	Q1 2020	Q4 2021	MoF - PRTCPD		5.580 EUR= 343.250 MKD  0* *costs are included under the budget for activity P2M1A1	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
Further development of new simulation models (PIT micro-simulation model)	Q1 2020	Q4 2021	MoF - PRTCPD	/	5.580 EUR= 343.250 MKD  0* *costs are included under the budget for activity P2M1A1	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy  World Bank
Preparation of tax revenue guidelines for short and medium-term projection for direct and indirect taxation	Q1 2020	Q4 2021	MoF - PRTCPD		5.580 EUR= 343.250 MKD	National budget
SQL Server training to build and administer databases required for data management	Q1 2020	Q4 2021	MoF - PRTCPD		5.580 EUR= 343.250 MKD  0* *costs are included under the budget for activity P2M1A1	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
Construction of Data Warehouse database based on customs data and data from the State Statistical Office / Build Data Warehouse database on the basis of customs data from CA and SSO.	Q1 2020	Q4 2021	MoF - PRTCPD		5.580 EUR= 343.250 MKD  0* *costs are included under the budget for activity P2M1A1	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy

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Construction of Power BI model for simulation and visualization of What If analyzes when changing customs rates	Q1 2020	Q4 2021	MoF - PRTCPD		5.580 EUR= 343.250 MKD  0* *costs are included under the budget for activityP2M1A1	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
TOTAL:						EUR34.480
						MKD 2.121.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

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



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

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

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

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

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PRIORITY Priority 2: Revenue Mobilization	
INDICATORS	TARGET FY 2021
Improved tax efficiency	PIT tax efficiency not less than 0.26 CIT tax efficiency not less than 0.17 VAT C-efficiency not less than 0,52
Level of harmonization of the national legislation with the European acquis in the field of taxes and customs - number of EU tax and customs acquis (existing EU legal provisions in 2018) transposed in the national legislation	/
% of tax services digitalised	85%
Use of simplified procedures in customs controls - Number of decisions to use simplified procedures increased	/
Business continuity and stability of the PRO and CARNM electronic systems in case of crisis for the data and the business processes	Functionality of the Disaster Recovery Centre for CA and SAO

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<b>PRIORITY</b> Priority 2: Revenue Mobilization						
<b>MEASURE</b> P2M1: Improved revenue legislation framework, harmonized with the EU acquis						
<b>ACTIVITY</b> Activity 1 (P2M1A1): Harmonisation of tax and customs legislation in line with relevant EU acquis and best practices						
<b>DELIVERABLES</b> • Amended tax legislation						
<b>INDICATORS</b> a) Analysis of current national legislative framework on taxations and its alignment with the EU acquis b) Report with recommendations for improvement of the current national legislative framework for taxations c) Drafted amendments ( or new laws) of tax and customs legislation d) Number of workshops for implementation of the amended legislation organized for the MoF and the PRO e) Number of adopted legislations			<b>TARGET FY 2021</b> • Reports with written recommendations for improving customs and tax legislation prepared • New laws and / or amendments to existing national customs and tax legislation (laws and bylaws) prepared on the basis of applicable EU legislation, with corresponding tables • Methodology tools for customs and tax legislation and policies developed • Trainings on best practices on newly introduced measures in the newly drafted customs and tax legislation (number of workshops and number of trained persons) • Organized and implemented public awareness events • Study visits for exchange of experience and knowledge in EU Member States (number of visits and number of participants)			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq /yy			BUDGET	SOURCE
Harmonisation of tax and customs legislation in line with relevant EU acquis and best practices	Q1 2020	Q1 2023	MoF - PRTCPD	PRO/CARNM	25.320 EUR = 1.557.000 MKD  1.100.000 EUR = 67.650.000 MKD	National budget  IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
SUB-ACTIVITY						

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Gap analysis of national legislative provisions (laws and bylaws and methodology) compared to the latest EU legislation and best practices, in the area of: Customs, Customs Tariffs, Customs Measures for Protection of Intellectual Property Rights and other related legislation;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Reports with written recommendations for improvement of Customs Law, Law on Customs Tariff, Law on Customs Measures for Protection of Intellectual Property Rights and other related legislation prepared;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Reports on the current normative framework on suspending autonomous customs tariff duties, favourable tariff treatment of goods for end-use, guarantees of customs debt and write-off of uncollected claims, customs fees, their compliance with EU best practices and recommendations for their improvement prepared;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
New legal acts and/or amendments to the existing national customs legislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language);	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Methodological tools (guidelines/instructions/manuals) based on the new drafted legislation developed (in both English and Macedonian language);	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Trainings provided on the best practices, regarding the newly established measures in the new drafted legislation in the following areas: Customs, Customs Tariffs, Customs Measures for Protection of Intellectual Property Rights and other related legislation;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Impact assessment of the alignment of the Customs tariff MFN rates with the EU Common External Tariff prepared;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Public awareness events on the new customs legislation organised and conducted;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Methodological tools for managing and creating customs policy developed;	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project

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Exchange of knowledge and skills throughout study visits to Member State with relevant employees, focused on legal framework harmonisation with EU <i>acquis</i> and best practices and EU standards, methodological tools implementation.	Q1 2020	Q4 2022	MoF - PRTCPD	Customs Administration		IPA 2018 Twinning Project
Gap analysis of national legislative provisions (laws and bylaws and methodology) compared to the latest EU legislation and best practices, in the area of: Personal Income Tax, Profit Tax, Value Added Tax, Public Revenue Office, Tax Procedure (paperless administration and tax debt management), and other related legislation	Q4 2020	Q1 2023	MoF - PRTCPD	PRO		IPA 2018 Twinning Project
Trainings provided on the best practices, regarding the newly established measures in the new drafted legislation in the following areas: Personal Income Tax, Profit Tax, Value Added Tax, Excise Duties, Public Revenue Office, Tax Procedure (paperless administration and tax debt management) and other related legislation (at least 10 trainings)	Q4 2020	Q1 2023	MoF - PRTCPD	PRO		IPA 2018 Twinning Project
Public awareness events on the new tax legislation organised and conducted	Q4 2020	Q1 2023	MoF - PRTCPD	PRO		IPA 2018 Twinning Project
Exchange of knowledge and skills throughout study visits to Member State with relevant employees, focused on legal framework harmonisation with EU <i>acquis</i> and best practices and EU standards, methodological tools implementation	Q4 2020	Q1 2023	MoF - PRTCPD	PRO		IPA 2018 Twinning Project
Introduction of a new organizational unit for predictive analytics and business intelligence.	Q1 2020	Q1 2024	MoF		0 costs are included under the budget for activity P1M2A1	National budget
Preparation of a detailed GAP analysis of own resources (Chapters 33)	Q1 2020	Q1 2024	MoF	MoF - PRTCPD		IPA 2018 - Twinning Project
Preparation of a Study for Measuring efficiency in Tax and Customs administration: a data envelopment analysis approach for better Revenue mobilization.	Q1 2020	Q1 2024	MoF	MoF - PRTCPD		IPA 2018 - Twinning Project



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Connecting the Ministry of Finance with the Customs Administration with File Transfer Protocol-FTP, in order to obtain data faster and more efficiently	Q1 2020	Q1 2024	MoF	MoF - PRTCPD	5.580 EUR= 343.150 MKD	National budget
Full implementation of CEFTA Protocol V	Q1 2020	Q1 2024	MoF	MoF - PRTCPD	5.580 EUR= 343.150 MKD	National budget
Full implementation of CEFTA Protocol VI	Q1 2020	Q1 2024	MoF		5.580 EUR= 343.150 MKD	National budget
Full implementation of CEFTA Protocol VII	Q1 2020	Q1 2024	MoF	MoF - PRTCPD	5.580 EUR= 343.150 MKD	National budget
Trainings for the employees of the Ministry of Finance for business and financial intelligence, in order to increase the mobilisation of tax revenues (JVI, CEF etc.)	Q1 2020	Q4 2021	MoF - PRTCPD		3.000 EUR = 184.400 MKD	National budget IPA 2018 - Twinning Project
<b>TOTAL:</b>						<b>EUR 1.125.320</b>
						<b>MKD 69.207.000</b>

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<b>PRIORITY</b> Priority 2: Revenue Mobilization
<b>MEASURE</b> P2M2: Improved tax and customs services and procedures
<b>ACTIVITY</b> Activity 1 (P2M2A1): implementation of project activities foreseen in the PRO Modernization Program and the PRO Strategic Plan (including reengineering of business processes, new Tax Integrated IT system)
<b>DELIVERABLES</b> New software New hardware

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INDICATORS			TARGET FY 2021			
a) E-submission of the “Calculation for all personal income payments (except the payments of salary)“ b) Issuing pre-populated Annual Tax Return by PRO c) Improved Contact Centre and Tax Counters Services d) Re-engineered business processes for the new tax integrated IT system e) New tax integrated IT system HARDWARE f) New tax integrated IT system SOFTWARE g) Quality Assurance technical support for implementation of the new integrated IT system, provided for PRO h) Risk Evaluation System – RES for tax audit i) Established new IT system hall j) Assessment report on the existing methodological tools and implementing arrangements in the PRO with recommendations for improvement prepared; k) New/updated methodological tools delivered (incl. assessment reports, action plans, guidelines, instructions, manuals and control procedures in line with the procedures and best EU practices); l) Training Needs Assessment elaborated and a Training plan developed and implemented through seminars/workshops/ round table discussions/conferences/ on-the-job training for the tax employees to improve the administrative capacities of the Public Revenue Office m) Quality Control Plan aligned with the Project Plan for the implementation of the new IT system, e-services and business processes, Quality Evaluation Report and list of corrective measures prepared and checks of its implementation performed; n) Plan for integration of data and establishment of Data Warehouse and Plan for utilization of data for different analysis prepared; o) Establishment of a Disaster Recovery Center that will provide full back-up of PRO data and work processes p) Establishment of a new IT infrastructure k) Increasing the security of PRO systems			a) / b) / c) / d) implemented BMP software and licenses e) Initiated tender procedure f) signed contract g) signed contract h) / i) / j) Assessment report on the existing methodological tools and implementing arrangements in the PRO with recommendations for improvement prepared; k) New/updated methodological tools delivered (incl. assessment reports, action plans, guidelines, instructions, manuals and control procedures in line with the procedures and best EU practices); l) Training Needs Assessment elaborated and a Training plan developed and implemented through seminars/workshops/ round table discussions/conferences/ on-the-job training for the tax employees to improve the administrative capacities of the Public Revenue Office. m) Quality Control Plan aligned with the Project Plan for the implementation of the new IT system, e-services and business processes, Quality Evaluation Report and list of corrective measures prepared and checks of its implementation performed; n) Plan for integration of data and establishment of Data Warehouse and Plan for utilization of data for different analysis prepared; o) Prepared technical specification p) Procurement of IT equipment, maintenance of IT equipment (hardware and system software), licenses for system software and databases, raising the flow capacity of communication (network) equipment and services k) Hardware, software and services to improve security  (*)All targets for FY 2021 in connection with the Twinning project are defined according to the Twinning work plan.			
ACTIVITY	TIME FRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Implementation of the project activities foreseen in the PRO Modernization Program and the PRO Strategic Plan (including reengineering of business processes, new Tax Integrated IT system)	Q1 2016	Q1 2024				
SUB-ACTIVITY						

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Strengthening of PRO staff and new recruitments	Q1 2021	Q4 2021	PRO	MoF / MISA	569.000 EUR (35,000,000 MKD)	State budget
Development and re-engineering of business processes for the new tax integrated IT system (prepare and deliver a Business Process Modelling (BPM2) showing global scheme of business processes which should be re-engineered and integrated in the new IT system ("TO-BE" system): supply - BMP software and licenses; Technical Specification for New tax integrated IT system hardware and software and for quality assurance - technical support for implementation)	Q1 2021	Q4 2021	PRO	MoF / MISA	32.520 EUR (2.000.000 MKD) ( *)	State budget (*)Purchase of "BMP" software and licenses
Software for the new integrated tax IT system and technical support for providing quality assurance during the implementation of the software	Q1 2021	Q4 2022	PRO	/	(**) The total value of the software and hardware will depend on the definition of some of the modules / projects from the new IDIS.	State budget  A component is being prepared with the World Bank to finance some of the modules / projects from the new IDIS
Establishing a Data Warehouse (Consolidation of databases from existing IT systems / subsystems into a single database by introducing ESB for Data exchange)	Q1 2021	Q4 2022	PRO	/	1.000.000 EUR (61.500.000 MKD)	A component is being prepared with the World Bank to finance some of the modules / projects from the new IDIS
Establishment of a new IT infrastructure - Consolidation of workstations and peripheral equipment - Procurement of IT equipment -Maintenance of information equipment (hardware and system software) -System software licenses and databases -Increasing the flow capacity of communication (network) equipment and services	Q1 2021	Q4 2023	PRO	/	886.000 EUR (54.500.000 MKD)	State budget

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Defining user requirements (technical specification) for hardware and software for Disaster Recovery Centre	Q1 2021	Q4 2023	PRO	/	1.000.000 EUR (61.500.000 MKD)	A component is being prepared with the World Bank to finance some of the modules / projects from the new IDIS
<b>Upgrading of existing PRO subsystems</b> (Upgrading of application for registry and tax accounting, Upgrading and maintenance of e-personal tax, Upgrading and maintenance of E-Taxes, Application for validation and calculations of tax returns, Tax Procedure Application, Specifying, Developing, Testing and Implementing Debt Management Software and Debt Collection Procedures, Upgrading and Maintaining the Gaming System - NIS, Upgrade of GPRS)	Q1 2021	Q4 2023	PRO	/	634.000 EUR (39.000.000 MKD)	State budget
<b>Increasing the security of PRO systems</b> - Check the weaknesses and penetration of IS and development of a plan for improving security - Implementation of IT infrastructure to improve the security of IS - Security certificates for PRO systems - Antivirus protection	Q1 2021	Q4 2023	PRO	/	683.000 EUR (42,000,000 MKD)	State budget
Enhancement of the capacities of the Public Revenue Office for enforcement of improved tax legislation	Q1 2020	Q1 2024	PRO	MF - PRTCPD	0* **The funds are included in the budget of the activity P2M1A1	IPA 2018 twinning project - Improving revenue collection and tax and customs policy
Improvement of the capacities in the areas of management of tax debt, tax collection and tax assessment, detection of tax evasion with using of indirect methods for assessment of undeclared income internal audit function in the internal control systems, professional and ethical standards for the conduct of the employees, human resources management, public procurement, international exchange of information, and in the modernization process of the tax administration	Q1 2020	Q1 2024	PRO	MF - PRTCPD	0* *The funds are included in the budget of the activity P2M1A1	IPA 2018 twinning project - Improving revenue collection and tax and customs policy

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Implementation of quality assurance for the new IT system, e-services and business processes	Q1 2020	Q1 2024	PRO	MF - PRTCPD	0 *The funds are included in the budget of the activity P2M1A1	IPA 2018 twinning project - Improving revenue collection and tax and customs policy
Design of the Data Warehouse	Q1 2020	Q1 2024	PRO	MF - PRTCPD	0 * *The funds are included in the budget of the activity P2M1A1	IPA 2018 twinning project - Improving revenue collection and tax and customs policy
<b>TOTAL:</b>						<b>MKD 295.500.000</b>
						<b>EUR 4.804.520</b>

<b>PRIORITY</b> Priority 2: Revenue Mobilization
<b>MEASURE</b> P2M2: Improved tax and customs services and procedures
<b>ACTIVITY</b> Activity 2(P2M2A2): Strengthening operational capacities of CARNM to increase the quality of controls and responses and introducing further simplification of procedures

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DELIVERABLES						
Strengthened operational capacities of CARNM						
INDICATORS				TARGET FY 2021		
a) Number of decisions to use simplified procedures increased b) Master Plan to overcome gaps and needs prepared c) Action Plan and technical specification prepared d) Number of trained customs officers and economic operators according the Plan				•New / updated methodology tools developed • Organized and implemented public awareness raising events on customs procedures (number of events) • National technical specifications prepared and delivered • Conducted study visits for exchange of experience and knowledge in EU Member States		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening operational capacities of CARNM to increase the quality of controls and responses and introducing further simplification of procedures	Q1 2016	Q4 2022			0* *costs are included under the budget for activity P1M1A1	IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
SUB-ACTIVITY						
New/updated guidelines, instructions, manuals and control procedures in line with the procedures and best working practices in the EU prepared (in both English and Macedonian language);	Q1 2020	Q4 2022	Customs Administration	EUD		
Public awareness events on the new customs procedures organised and conducted;	Q1 2020	Q4 2022	Customs Administration	EUD		
National technical specifications of the EU Required IT systems prepared and delivered (in English language);	Q1 2020	Q4 2022	Customs Administration	EUD		

## 2021 Action Plan for Implementation of the PFM Reform Programme

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



## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 2: Revenue Mobilization						
<b>MEASURE</b> P2M2: Improved tax and customs services and procedures						
<b>ACTIVITY</b> Activity 3 (P2M2A3): Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds and illegal trafficking of goods while facilitating the trade						
<b>DELIVERABLES</b> Enhanced models and methods of control by CARNM						
<b>INDICATORS</b> a) Number of financial investigations conducted b) Plan to overcome gaps and needs prepared c) Upgrade of equipment and tools used by the customs officers to implement and enforce enhanced models and methods of controls				<b>TARGET FY 2021</b> a) Training needs assessment and training program prepared b) Conducted trainings for the customs staff (number of trainings and number of employees) c) Conducted study visits to exchange experience and knowledge in EU MS		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds and illegal trafficking of goods while facilitating the trade	Q1 2018	Q4 2022	Customs Administration	EUD	0* *costs are included under the budget for activity P1M1A1	IPA 2018 Twinning Project Improving Revenue Collection and Tax and Customs Policy
<b>SUB-ACTIVITY</b>						
Training Needs Assessment elaborated and Training Programme developed and implemented for customs employees involved in: enforcement of the new legal acts and procedures for customs and excise, collection of duties, strategic planning, business process modelling, IT support (including relevant IT tools), control and investigations and fight against economy crime;	Q1 2020	Q4 2022	Customs Administration	EUD		

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

# 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 2: Revenue Mobilization						
<b>MEASURE</b> P2M2: Improved tax and customs services and procedures						
<b>ACTIVITY</b> Activity 4 (P2M2A4): Provision of equipment and tools to implement enhanced models of control, facilitate trade and increase quality of services						
<b>DELIVERABLES</b> New equipment						
<b>INDICATORS</b> a) Preparation of technical specification b) Procuring equipment			<b>TARGET FY 2021</b> a) / b) Signed contract for procurement of equipment c) Delivered equipment to the CA according to the technical specification			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Provision of equipment and tools to implement enhanced models of control, facilitate trade and increase quality of services	Q1 2019	Q4 2021	Customs Administration	EUD	871.680 EUR= 54.000.000 MKD	IPA 2018 Supply Contract
<b>SUB-ACTIVITY</b>						
Delivery of new equipment for CA	Q4 2020	Q4 2021	Customs Administration	EUD	871.680 EUR= 54.000.000 MKD	IPA 2018 Supply Contract
<b>TOTAL</b>						EUR 871.680
						MKD 54.000.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 2: Revenue Mobilization						
<b>MEASURE</b> P2M3: Ensuring stability of the PFM systems in case of crisis						
<b>ACTIVITY</b> Activity 1 (P2M3A1): Ensuring spatial facilities for Disaster Recovery Centre and establishment of Disaster Recovery Centre for PFM System						
<b>DELIVERABLES</b> • Disaster Recovery Centre established and operational						
<b>INDICATORS</b> a) Establishment of Disaster Recovery Centre				<b>TARGET FY 2021</b> Technical Specification prepared		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establishment of Disaster Recovery Centre	Q4 2019	Q2 2022	PRO/CARNM/SAO	Ministry of Internal Affairs/EUD	1.161.000 EUR= 71.400.000 MKD  178.282 EUR= 11,000,000 MKD	IPA 2018 Supply Contract  National Budget (PRO)
SUB-ACTIVITY						
Delivered new equipment for the Disaster Recovery Centre for the CA and SAO	Q4 2021	Q2 2022	PRO/CARNM/SAO	EUD	1.161.000 EUR= 71.400.000 MKD	IPA 2018 Supply Contract
<b>TOTAL:</b>						EUR 1.339.282
						MKD 82.400.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

PRIORITY	
Priority 3: Planning and Budgeting	
INDICATORS	TARGET FY 2021
Budget deficit reduction as % from previous year	10% reduction
Share of first level budget organisations that provide comprehensive performance information and programme indicators with their annual budget requests	50 more than in 2020%
% deviation between annual budget of year N+1 with MTBF projections year N % deviation between annual budget of year N+2 with MTBF projections year N	up to 9% up to 12%
EDP notification tables prepared in accordance to ESA 2010	50%

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 3: Planning and Budgeting						
<b>MEASURE</b> P3M1: Upgraded programme based budget approach and improved project information						
<b>ACTIVITY</b> Activity 1(P3M1A1): Implementation of the proposed program based budgeting approach						
<b>DELIVERABLES</b> Draft methodology and guidelines for new programme budgeting						
<b>INDICATORS</b> a) Improvement of methodology and guidelines for new programme budgeting b) Trainings for programme budgeting conducted c) % of budget users applying new classification				<b>TARGET FY 2021</b> a) Completed analysis of the program budget framework (legal basis, methodology, structure of program budgeting) with a presentation of good practices b) Completed analysis of the system of program indicators and their evaluation in accordance with good practices		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Implementation of the proposed program based budgeting approach	Q2 2021	Q4 2022				
SUB-ACTIVITY						
Strengthening the capacities of the Ministry of Finance and the budget users for appropriate implementation of budget programmes	Q2 2021	Q4 2022	MoF and budget users		EUR 44.390= 2.730.000 MKD + foreign experts costs* *the amount of donor funds needed can not be estimated at the moment	National Budget Donors

## 2021 Action Plan for Implementation of the PFM Reform Programme

Process analysis, monitoring and control of programme budgeting: • analysis of the program budgeting framework (legal basis, methodology, structure of program budgeting) and presentation of good practices • review the system of program indicators and evaluate them in line with good practice	2021	2022	MoF and budget users		EUR 80.000 = 4.920.000 MKD + foreign experts costs* *the amount of donor funds needed can not be estimated at the moment	National Budget Donors IPA Twinning Project 2018 - Strengthening Budget Planning, Execution and Internal Control Functions
<b>TOTAL:</b>						<b>EUR 124.390</b>
						<b>MKD 7.650.000</b>

*Explanation: These two sub-activities will continue in 2021 as a part of the work that Ministry of finance is doing with foreign experts and as a part of new organic budget law. These activities are related to secondary legislation preparation, more precisely with drafting Methodology and guidelines for new programme budgeting. In this stage it is important to have meeting with budget users and make further analyses. Process of strengthening the capacities, trainings, monitoring and control of programme budgeting will come once we have established proper programme classification.*

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 3: Planning and Budgeting						
<b>MEASURE</b> P3M1: Upgraded programme based budget approach and improved project information						
<b>ACTIVITY</b> Activity 1(P3M1A3): Improvement of the information on the projects included in the budget						
<b>DELIVERABLES</b> PIM Action Plan						
<b>INDICATORS</b> Transparent information on projects included in the Budget				<b>TARGET FY 2021</b> - Working group for implementation of the Action Plan established - New organizational unit in the Ministry of Finance for Public Investment Management established - Trainings for public investment management (number of trainings and number of trained persons) conducted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improvement of the information on the projects included in the budget	Q1 2020	Q4 2024				
SUB-ACTIVITY						
Establishing working group for implementation of the PIM Action plan	Q1 2021	Q1 2021	MoF and budget users/SoEs			
Implementation of the PIM action plan	Q2 2021	Q4 2024	MoF and budget users/SoEs		0* *costs are included under the budget for activity P6M1A1+  foreign assistance* *the amount of donor funds needed can not be estimated at the moment	IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions  World Bank <u>IME</u>



## 2021 Action Plan for Implementation of the PFM Reform Programme

Amendment of the act for systematization of the Ministry of Finance for the purpose of establishing a new organizational unit - unit in the Ministry of Finance for public investment management and fiscal risk assessment	Q2 2021	Q2 2021	MoF			
Staffing of the new organizational unit for public investment management and fiscal risk assessment (with redistribution and / or new employment of 3-5 people)	Q2 2021	Q4 2021			222.500 MKD= 3.600 EUR	National Budget
Capacity building of the Ministry of Finance and relevant public investment management institutions and assessment of fiscal risks	Q2 2021	Continuous	MoF and budget users/SoEs		0* *costs are included under the budget for activity P6M1A1  foreign assistance*  *the amount of donor funds needed can not be estimated at the moment	IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions  <u>WB</u> <u>IMF</u>
Drafting methodology for defining, preparation, review, appraisal and prioritisation of new initiatives (capital projects)	Q3 2021	Q4 2022	MoF	Budget users/SoEs	0* *costs are included in the budget for activity P6M1A1	IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions  IMF
Implementation of follow up missions by the IMF	Q3 2021	Q4 2024	MoF and budget users/SoEs		foreign assistance*  *the amount of donor funds needed can not be estimated at the moment	IMF/Donors
<b>TOTAL:</b>						EUR 3.600
						MKD 222,500

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 3: Planning and Budgeting						
<b>MEASURE</b> P3M2: Improving the medium-term budget planning						
<b>ACTIVITY</b> Activity 1 (P3M2A1): Introduction of comprehensive Medium-term Budget Framework (MTBF) and linking ERP preparation to it						
<b>DELIVERABLES</b> Updated Fiscal Strategy document based on updated Medium-term Budget Framework						
<b>INDICATORS</b> a) Comprehensive Medium-term Budget Framework (MTBF) in place				<b>TARGET FY 2021</b> Completed analysis of the scope of the overall budget framework, the structure of public finances, including the mid-term fiscal strategy, in the context of the EU Fiscal Framework (EU Directives)		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introduction of comprehensive Medium-term Budget Framework (MTBF) and linking ERP preparation to it	Q2 2021	Q4 2022	MoF			
SUB-ACTIVITY						
Analyses of the current data, documents, guidelines and proposals • Analysis of the scope of the overall budget framework, the structure of public finances, including the mid-term fiscal strategy, in the context of the EU Fiscal Framework (EU Directives)..	Q2 2021	Q4 2022	MoF - Budget and Funds Department and other relevant departments and budget users	foreign experts	EUR 17.073 = 1.050.000 MKD  * costs are included under the budget for activity P6M1A1+	National budget IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions  Donors
					<b>TOTAL:</b>	EUR 17.073
						MKD 1.050.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 3: Planning and Budgeting						
<b>MEASURE</b> P3M2: Improving the medium-term budget planning						
<b>ACTIVITY</b> Activity 3 (P3M2A3): Upgraded capacities of the employees in MoF and budget users on the new tools and planning process introduced						
<b>DELIVERABLES</b> New tools and planning process						
<b>INDICATORS</b> a) Capacity building of the employees in MoF and budget users / trainings on the new tools introduced and new planning process (Number of trainings organised and number of persons trained)				<b>TARGET FY 2021</b> a) Prepared plan for training of MoF staff and budget users on the newly introduced tools and planning process		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Upgraded capacities of the employees in MoF and budget users on the new tools and planning process introduced	Q1 2021	Q1 2022	MoF - Budget and Funds Department	foreign experts		
<b>SUB-ACTIVITY</b>						
Trainings on newly introduced tools and planning process	Q1 2021	Q1 2022	MoF - Budget and Funds Department	foreign experts	9.756 EUR = 600.000 MKD 0* * costs are included under the budget for activity P6M1A1+ foreign assistance* *the amount of donor funds needed can not be estimated at the moment	National budget  IPA 2018 Twinning Project Strengthening Budget Planning, Execution And Internal Control Functions  Donors
<b>TOTAL:</b>						EUR 9.756
						MKD 600.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 3: Planning and Budgeting						
<b>MEASURE</b> P3M3: Revised Organic Budget Law in line with the improvements of the PFM system						
<b>ACTIVITY</b> Activity 1 (P3M3A1): Preparation and adoption of new/revised organic budget law						
<b>DELIVERABLES</b> New organic budget law						
<b>INDICATORS</b> New organic budget law prepared				<b>TARGET FY 2021</b> New organic budget law adopted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq/yy			BUDGET	SOURCE
Preparation and adoption of new/revised organic budget law	Q1 2017	Q2 2021				
SUB-ACTIVITY						
Adoption of a new organic budget law	Q1 2021	Q2 2021	Assembly		£	
TOTAL:						0

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 3: Planning and Budgeting						
<b>MEASURE</b> P3M4: Ensure adequate IT system support for budget preparation process						
<b>ACTIVITY</b> Activity 1 (P3M4A1): Improvement of IT system/software support for budget preparation process						
<b>DELIVERABLES</b> Operational e-budget module within the new IFMIS developed						
<b>INDICATORS</b> Operational module for e-budget developed				<b>TARGET FY 2021</b> See target for P4M1A1		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improvement of IT system/software support for budget preparation process	Q1 2021	Q1 2024	MoF- Budget and Funds Department		0* *costs are included under the budget for activity P4M1A1	
TOTAL:						0

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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



## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution	
<b>INDICATORS</b>	<b>TARGET FY 2021</b>
Introduction of new modules (IFMIS)	/
% of budget users electronically connected to new IT system	/
Extent of alignment of the PPL to EU Acquis and Directives	partially
Average No of tenderers per tender	3
Percentage of first line budget users audited by SAO with irregularities detected on non compliance with the PP regulations	Reports of SAO
Ratio of solved out of received appeals	Minimum 92 % cases solved
Extent of use of modern procurement techniques and methods (E-Marketplace for small value procurement and e – catalogues)	0
Percentage of complaints rejected by SAC	32%
% of appeals submitted electronically via the e-Appeal system (+ raising trend)	90%
% of available EU compliant macroeconomic indicators	45%
% of indicators produced	10%
% of statistical processes covered by re-engineered IT system for statistical production	IT system design

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget execution						
<b>MEASURE</b> P4M1: Implementation of new financial management information system (FMIS)						
<b>ACTIVITY</b> Activity 1 (P4M1A1): 1: Supporting the Development of Integrated Financial Management Information System						
<b>DELIVERABLES</b> New IFMIS						
<b>INDICATORS</b> a) New Integrated Financial Management Information System implemented				<b>TARGET FY 2021</b> a) Announced public procurement for IFMIS b) Establishment of a new organizational IFMIS unit c) Evaluation and selection of the most favourable bidder		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Supporting the Development of Integrated Financial Management Information System	Q4 2018	Q1 2024	MoF	NBRNM (National bank), KIBS , PRO, Customs, Social funds, budget users		
<b>SUB-ACTIVITY</b>						
Preparation of the tender dossier for public procurement based on the prepared functional and technical specification for the new IFMIS	Q1 2021	Q2 2021	MoF		60.000.000 MKD = 976.000 EUR	National budget  IFMIS Project – World Bank loan and IPA2018 funds
Establishment of a new organizational IFMIS unit in MoF	Q1 2021	Q2 2021	MoF			
Implementation and realization of the public procurement for the new IFMIS	Q3 2021	Q4 2021	MoF			
<b>TOTAL:</b>						EUR 976.000
						MKD 60.000.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget execution						
<b>MEASURE</b> P4M3: Strengthening debt management						
<b>ACTIVITY</b> Activity 4 (P4M3A4): Strengthening human capacities						
<b>DELIVERABLES</b> Strengthened human capacities for debt management						
<b>INDICATORS</b> a) number of newly employed staff				<b>TARGET FY 2021</b> 2 new recruitments		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the capacities for debt management planning	Q4 2017	Q1 2021	Ministry of Finance			
SUB-ACTIVITY						
Vacancy announcement	Q1 2021	Q1 2021	Ministry of Finance		MKD 600.000= EUR 9.756	National Budget
<b>TOTAL:</b>						<b>EUR 9.756</b>
						<b>MKD 600.000</b>

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget execution						
<b>MEASURE</b> P4M3: Strengthening debt management						
<b>ACTIVITY</b> Activity 6 (P4M3A6): Improving software support for debt management process						
<b>DELIVERABLES</b> Operational Debt module within the new IFMIS developed						
<b>INDICATORS</b> Operational module for e-Debt developed				<b>TARGET FY 2021</b> * see Target for P4M1A1 - Development of a New Integrated Finance Management Information System (IFMIS)		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improving software support for debt management process	Q1 2020	2024	MoF		0* * costs are included under the budget for activity P4M1A1 Development of new IFMIS	
TOTAL:						0

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget execution						
<b>MEASURE</b> P4M3: Strengthening debt management						
<b>ACTIVITY</b> Activity 7 (P4M3A7): Strengthening the Management of Foreign Assistance <sup>1</sup>						
<b>DELIVERABLES</b> Management of Foreign Assistance- FAMA functionality improved						
<b>INDICATORS</b> Enable delivery of requested data from FAMA to e-debt				<b>TARGET FY 2021</b> Upgraded FAMA application		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the Management of Foreign Assistance	Q1 2020	Q4 2021	MoF			
<b>SUB-ACTIVITY</b>						
Preparation, implementation and realization of public procurement for maintenance of FAMA, in the framework of which functionality improvement will be implemented in relation to different marking of the deadline for completion of the project.	Q1 2021	Q4 2021			80.000 MKD= 1.300 EUR funds are secured within the regular annual FAMA maintenance	National budget
					<b>TOTAL:</b>	EUR 1.300
						MKD 80.000

<sup>1</sup> Within the future IFMIS, a module for public investment management is planned to be developed, the integrated part of which should be FAMA. This activity will be realized within the activity P4M1A1 - Development of a new IFMIS.

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget execution						
<b>MEASURE</b> P4M3: Strengthening debt management						
<b>ACTIVITY</b> Activity 8 (P4M3A8): Enhance cash forecasting and expand the horizon of cash planning						
<b>DELIVERABLES</b> Strengthened cash forecasting process and cash management function						
<b>INDICATORS</b> Procedure for active cash management				<b>TARGET FY 2021</b> Procedure for active cash management prepared		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Enhance cash forecasting and expand the horizon of cash planning	Q1 2021	Q4 2021	Ministry of Finance	PRO, Custom Office, NBRNM, HIF, PDIF, EA	MKD 517.500 = EUR 8.415	National budget
<b>SUB-ACTIVITY</b>						
Develop a business process for implementing active cash management	Q1 2021	Q4 2021				
					<b>TOTAL:</b>	EUR 8.415
						MKD 517.500



## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M4: Strengthening public procurement system						
<b>ACTIVITY</b> Activity 3(P4M4A3): Institutional strengthening of the public procurement system, including the review set-up						
<b>DELIVERABLES</b> Clear user friendly guidelines and instructions standard documents and other tools available to CA and Procurement officials						
<b>INDICATORS</b> a) Nature and extent of clear user friendly guidelines and instructions standard documents and other tools available to CA and Procurement officials SIGMA Report b) Number of trained procurement officers per year c) % of decisions of the State Appeal Commission challenged at the Administrative court and % of Appeal commission decisions cancelled d) Realisation of activities of Component III of IPA 2018 Twinning Project – Strengthening of budget planning, execution and internal control functions			<b>TARGET FY 2021</b> a), b), d): Analysis of the mandate and responsibilities of the institutions involved in the public procurement system prepared Analysis of the education system of the PPB prepared Analysis of the situation, needs and possibilities of using centralized procurement prepared Strategy for development of the public procurement system drafted 4 new recruitments in PPB c) Maximum 10% decisions of the State Commission on Public Procurement Appeals filed before the Administrative Court. Maximum 30% - SAC decisions annulled by the Administrative Court from total number of the relaxed procedures.			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Institutional strengthening of the public procurement system, including the review set-up	Q2 2018	Q4 2021				
SUB-ACTIVITY						

## 2021 Action Plan for Implementation of the PFM Reform Programme

Analysis of the mandate and responsibilities of the institutions involved in the public procurement system	Q4 2020	Q2 2021	PPB	MoF	0 * * costs are included in the P6M1A1 activity budget	Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19 Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19 Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19 Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19 Twinning Project Strengthening budget planning, execution and internal control functions MK 18 IPA FI 01 19
Analysis of the education system of the Public Procurement Bureau	Q4 2020	Q2 2021	PPB	MoF		
Analysis of the situation, needs and possibilities of using centralized procurement	Q1 2021	Q3 2021	PPB	MoF		
Drafting an overall Strategy for development of the public procurement system	Q1 2021	Q4 2021	PPB	MoF, SAC, ME		
Drafting/updating and approval of guidelines and manuals by PPB	Q4 2020	Q3 2021	PPB	MoF		
Strengthening the capacities of PPB	Q1 2021	Q4 2021	MoF	PPB	1.901.000MKD =30.921 EUR	National budget
<b>TOTAL:</b>						<b>30.921 EUR 1.901.000 MKD</b>

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M4: Strengthening public procurement system						
<b>ACTIVITY</b> Activity 4 (P4M4A4): Introduction of an E-Appeal system						
<b>DELIVERABLES</b> New Law on Public Procurement						
<b>INDICATORS</b> a) % of appeals submitted electronically via the e-Appeal system (+ raising trend) b) Introduction of new modules on ESPP c) New Law on Public Procurement and bylaws			<b>TARGET FY 2021</b> a) Software for internal management of e-complaints in the State Appeals Commission on public procurement developed			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION		PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introduction of an E-Appeal system	Q2 2017	Q4 2021				
<b>SUB-ACTIVITY</b>						
Development and implementation of interoperability software and a new e-archive in the State Commission for Public Procurement Appeals	Q4 2020	Q4 2021	SAC	PPB	0* * costs are included under the budget for activity P4M4A8	IPA 2018 Funds - service contract
<b>TOTAL:</b>					0	
					0	

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M4: Strengthening public procurement system						
<b>ACTIVITY</b> Activity 8(P4M4A8): E-Marketplace for small value procurement and e – catalogues						
<b>DELIVERABLES</b> New Law on Public Procurement New procurement tools: e-marketplace for small value procurement and e-catalogues						
<b>INDICATORS</b> No of recommendations for implementation of new procurement tools: e-marketplace for small value procurement and e-catalogues			<b>TARGET FY 2021</b> Software for e-marketplace for small value procurement and e-catalogues developed			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
E-Marketplace for small value procurement and e – catalogues	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Development of software for e-marketplace for small value procurement and e-catalogues	Q4 2020	Q4 2021	PPB		159.618 EUR=9.817.000 MKD	IPA 2018 Funds - service contract
<b>TOTAL:</b>						MKD 9.817.000
						EUR 159.618

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M5: Effective PPP and concessions system						
<b>ACTIVITY</b> Activity 1(P4M5A1): Establish/upgrade/unify and publish register of PPPs						
<b>DELIVERABLES</b> Preparing a Law on Public Private Partnership						
<b>INDICATORS</b> Comprehensive, timely and reliable data on concluded agreements for the establishment of a public-private partnership			<b>TARGET FY 2021</b> Adopted Law on Public Private Partnership			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establish/upgrade/unify and publish register of PPPs	Q3 2021	Q2 2022	Ministry of Economy (ME)			
SUB-ACTIVITY						
Preparation of the Draft Law on Public Private Partnership	Q4 2020	Q1 2021	ME	Inter-ministerial Working Group	EUR4,800 = MKD 295,000	<u>National budget</u>  (Technical assistance from WB)

## 2021 Action Plan for Implementation of the PFM Reform Programme

Preparation of bylaws	Q2 2021	Q4 2021	ME	Inter-ministerial Working Group	3.600 EUR – 221.000 MKD  740.000 USD=602.000 EUR=37.000.000 MKD	National budget  World Bank and IPA 2018 - Twinning Project Strengthening budget planning, execution and internal control functions
Preparation of draft specification for upgrading / establishing a single electronic system for public-private partnership	Q2 2021	Q2 2022	ME	PPB	EUR 1,800 = MKD 111,000  *overall costs can not be estimated at the moment	National budget  Technical and financial assistance from foreign donor
Implementation of the overall procedure for adoption of the Law on Public Private Partnership by the Assembly of the Republic of North Macedonia	Q1 2021	Q2 2021	ME	Inter-ministerial Working Group	EUR 7,200 = MKD 443,000	National budget
					<b>TOTAL:</b>	MKD 38.070.000
						EUR 619.400

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M5: Effective PPP and concessions system						
<b>ACTIVITY</b> Activity 2 (P4M5A2): Establish/upgrade/unify and publish register of concessions						
<b>DELIVERABLES</b> Electronic register of concessions for goods of general interest						
<b>INDICATORS</b> Established consolidated electronic register of concessions for goods of general interest			<b>TARGET FY 2021</b> Amended act for systematization of the MoF Conducted trainings in the field of concessions			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establish/upgrade/unify and publish register of concessions	Q1 2021	Q4 2022	MoF	other ministries		
SUB-ACTIVITY						
Amendment of the act for systematization of the Ministry of Finance in order to give competencies for establishing and maintaining a register for concessions	Q2 2021	Q2 2021	MoF			
Trainings for the employees of the Ministry of Finance in the field of concessions	Q3 2021	Q4 2022	MoF		0* * funds are provided within the budget for activity P6M1A1	IPA 2018 - Twinning Project Strengthening budget planning, execution and internal control functions
Preparation of technical specification for electronic register of concessions	Q4 2021	Q2 2022	MoF		*overall costs can not be estimated at the moment	<u>World bank</u>

## 2021 Action Plan for Implementation of the PFM Reform Programme

Preparation of a bylaw on the form and content of the electronic register of concessions	Q3 2021	2022	MoF	MoE	0* * funds are provided within the budget for activity P6M1A1	IPA 2018 - Twinning Project Strengthening budget planning, execution and internal control functions
TOTAL:						0



## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M5: Effective PPP and concessions system						
<b>ACTIVITY</b> Activity 3 (P4M5A3): Harmonisation of legislation in line with relevant EU acquis						
<b>DELIVERABLES</b> New Law on Public Private Partnership New Law on Concessions for goods of general interest						
<b>INDICATORS</b> Level of compliance with EU legislation			<b>TARGET FY 2021</b> Adopted Law on Public Private Partnership Adopted Law on Concessions for goods of general interest Conducted PPP trainings (number of trainings and number of trained persons)			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Harmonisation of legislation in line with relevant EU acquis	Q4 2020	Q4 2021	Ministry of Economy (ME)	MoF		
SUB-ACTIVITY						
Preparation of a Draft Law on Public-Private Partnership	Q4 2020	Q1 2021	ME MoF	Inter-ministerial Working Group	0* *(funds are provided within the budget for activity P4M5A1)	<u>National budget</u> <u>(Technical assistance from WB)</u>

## 2021 Action Plan for Implementation of the PFM Reform Programme

Implementation of the overall procedure for adoption of the Law on Public Private Partnership by the Assembly of the Republic of North Macedonia	Q1 2021	Q2 2021	ME MoF	Inter-ministerial Working Group	Q* *(funds are provided within the budget for activity P4M5A1)	<u>National budget</u>
Trainings for PPP at central and local level	Q1 2021	Q1 2021	ME	Public administration at central and local level	Q* *(funds are provided within the budget for activity P4M5A1)	Foreign assistance
Preparation of bylaws	Q2 2021	Q4 2021	ME	Inter-ministerial Working Group	Q* *(funds are provided within the budget for activity P6M1A1)	<u>Technical assistance from foreign donors</u> IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Preparation and adoption of Draft Law on Concessions for goods of general interest	Q2 2021	Q4 2021	ME	other institutions	EUR 3.600 = 221.000 MKD	<u>National budget</u>
<b>TOTAL:</b>						MKD 221.000
						EUR 3.600

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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



## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M7: Strengthening statistical services						
<b>ACTIVITY</b> Activity 3 (P4M7A3): Strengthened capacity on using standard IT tools for data processing of survey data						
<b>DELIVERABLES</b> <ul style="list-style-type: none"> <li>New software</li> <li>New hardware</li> </ul>						
<b>INDICATORS</b> a) Number of new data processing IT tools adopted and implemented				<b>TARGET FY 2021</b> a) 12 new tools		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthened capacity on using standard IT tools for data processing of survey data	Q1 2019	Q1 2022	State Statistical Office		0 *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
<b>TOTAL:</b>						0

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M7: Strengthening statistical services						
<b>ACTIVITY</b> Activity 5 (P4M7A5): Outsourced software development of IT system, maintenance and support						
<b>DELIVERABLES</b> • New software • New hardware						
<b>INDICATORS</b> a) % of developed and tested modules of the system				<b>TARGET FY 2021</b> IT system design		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Outsourced software development of IT system, maintenance and support	Q3 2020	Q1 2022	State Statistical Office		0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
<b>TOTAL:</b>						<b>0</b>

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 4: Budget Execution						
<b>MEASURE</b> P4M7: Strengthening statistical services						
<b>ACTIVITY</b> Activity 7 (P4M7A7): Strengthening the human capacities (number of staff and skills) that will bear the burden of the activities planned						
<b>DELIVERABLES</b> • SSO staff trained in working with the re-engineered IT system for statistical production						
<b>INDICATORS</b> Number of SSO staff trained				<b>TARGET FY 2021</b> IT staff (15-20 persons) and SSO users (around 100 persons)		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the human capacities (number of staff and skills) that will bear the burden of the activities planned	Q4 2021	Q4 2021	State Statistical Office		0* *funds are provided within the budget for activity P1M3A1	IPA 2017 National programme – service contract
<b>TOTAL:</b>						0

## 2021 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 5: Transparent Government Reporting	
INDICATORS	TARGET FY 2021
Higher rank in the Open Budget Index	≥40 out of 100
Citizen budget published	Citizen's Budget published

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 5: Transparent Government Reporting						
<b>MEASURE</b> P5M1: Improved transparency through government reporting						
<b>ACTIVITY</b> Activity 1 (P5M1A1): Publishing additional data on the MoF website						
<b>DELIVERABLES</b> Reports, additional data on the MoF website Improved web access to data available to the Ministry of Finance						
<b>INDICATORS</b> New fiscal information published New organizational data structure that is new and improved user interface			<b>TARGET FY 2021</b> - New fiscal data published - Created and set up a new website of the Ministry of Finance			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Publishing additional data on the MoF website	Q1 2018	Q4 2021				
<b>SUB-ACTIVITY</b>						
Preparing and publishing additional data	2017	continuously during the programme	MoF	budget users	60.000 MKD = 1000 EUR	National budget
<b>TOTAL:</b>						EUR 1.000
						MKD 60.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b>						
Priority 5: Transparent Government Reporting						
<b>MEASURE</b>						
P5M1: Improved transparency through government reporting						
<b>ACTIVITY</b>						
Activity 2 (P5M1A2): Portals for increased fiscal transparency						
<b>DELIVERABLES</b>						
Citizen budget						
Increased availability of Ministry of Finance Treasury Data						
Increased transparency of LSG and public debt						
<b>INDICATORS</b>				<b>TARGET FY 2021</b>		
Publication of Citizens Budget				Published Citizen Budget		
Publication of data from the MoF's Treasury (open finance)				Published data from the MoF's Treasury		
Available data on LSG				Published data (analytics and transactions) on LSG in Open Finance		
Available public debt data				Public debt data released in open finance		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Portals for increased fiscal transparency	Q1 2020	Q4 2021	MoF		717.600 MKD EUR 11.600	National budget
<b>SUB-ACTIVITY</b>						
Publishing Citizens Budget	2017	continuously (after adoption of budget/ supplementary budget)	MoF		495.600 MKD=8.000 EUR	National budget
Web tool for tracking the execution of capital expenditures by budget user	Q4 2019	continuously (monthly update)	MoF		/	/
Publication data on the Open Finance portal	Q4 2019	continuously (15-day update)	MoF		222.000 MKD = 3.600 EUR	National budget
<b>TOTAL:</b>					<b>EUR 11.600</b>	
					<b>MKD 717.600</b>	

## 2021 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 6: Internal Control	
INDICATORS	TARGET FY 2021
% of implemented internal audit recommendations	73%
% of risk based internal audit coverage of CG+LG	74%
Number of budget users applying decentralized system for managing public funds	28%
Positive Internal audit opinion on performance information submitted by institutions of CG and LG on their programmes (% coverage)	10%
% of programmes audited annually	5%

## 2021 Action Plan for Implementation of the PFM Reform Programme

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



## 2021 Action Plan for Implementation of the PFM Reform Programme

Preparation and adoption FMC rulebooks	Q2 2021	Q2 2022	MoF	Legal secretariat		IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Preparation and adoption IA rulebooks	Q2 2021	Q2 2022	MoF	Legal secretariat		IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
<b>TOTAL:</b>						<b>EUR 1.250.000</b>
						<b>MKD 76.875.000</b>

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

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

## 2021 Action Plan for Implementation of the PFM Reform Programme

Preparation and adoption of Rulebooks for continuous trainings for FMC and IA;	Q2 2021	Q2 2022	MoF	Legal secretariat	0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
Preparation and adoption of Rulebook for training and exam for certification of internal auditors;	Q2 2021	Q2 2022	MoF	Legal secretariat	0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Project Strengthening budget planning, execution and internal control functions
TOTAL:						0

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 6: Internal Control						
<b>MEASURE</b> P6M2: Strengthened administrative capacities on central and local level on FMC and IA						
<b>ACTIVITY</b> Activity 2 (P6M2A2): Establishing system for supervision of IA and FMC units						
<b>DELIVERABLES</b> Established system for supervision of IA and FMC units						
<b>INDICATORS</b> a) Increased human capacities of the CHU for supervision b) Training of the staff c) Implemented supervisions on FMC and IA units			<b>TARGET FY 2021</b> a) Supervision tasks assigned to current CHU staff b) Supervision training for CHU staff assigned to perform supervision tasks c) Supervisions on FMC and IA units implemented			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establishing system for supervision of IA and FMC units	Q1 2018	Q4 2021				
<b>SUB-ACTIVITY</b>						
Preparation and adoption of amendments to Rulebooks on organisation and operation and on systematisation of working posts of the MoF for assigning new supervision tasks to current CHU staff	Q1 2021	Q4 2021	MoF	/		
Conducting training of the staff	Q2 2021	Q4 2021	MoF		0* *funds are provided within the budget for activity P6M1A1	IPA 2018 -Twinning Strengthening budget planning, execution and internal control functions
Quality assurance through implementation of supervisions on FMC and IA units	Q3 2021	Q4 2021	MoF- CHU			
<b>TOTAL:</b>						<b>0</b>

## 2021 Action Plan for Implementation of the PFM Reform Programme

PRIORITY Priority 7: External Control and Parliamentary Oversight	
INDICATORS	TARGET FY 2021
% of external audit recommendations leading to corrective measures	76,6%
% of audit coverage of the total public expenditure	55% <sup>2</sup>
Number of performance audits	9
No of audit reports discussed by the Parliament	/

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<sup>2</sup> SAO Annual Report publishes data on percentage of the coverage of total budget expenditures with external audits i.e. total expenditures of entities audited by SAO per year in relation to total budget expenditures presented in the Final Account of the Budget of the Republic of North Macedonia. Data for this indicator for FY 2021 will be published in 2022 SAO Annual Report.

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 7: External Control and Parliamentary Oversight						
<b>MEASURE</b> P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
<b>ACTIVITY</b> Activity 1 (P7M1A1): Development and implementation of Strategic Plan of SAO						
<b>DELIVERABLES</b> Assessment Report on improvement of audit process prepared Guidelines on suggesting audits for annual programme amended as regards strategic audit planning process Multi-annual Audit Plan 2020-2022 prepared						
<b>INDICATORS</b> a) Assessment Report on improvement of audit process as per ISSAI b) Strategic audit planning process in line with SAO priorities and resources available			<b>TARGET FY 2021</b> a) Implemented Strategic Audit Plan for the period 2021 - 2023 in accordance with the Guidelines for Strategic and Annual Audit Planning b) Preparation of a new draft Strategy for development of the SAO for period of 5 years c) Preparation of the Annual Work Program of the SAO for 2022, with a new structure			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development and implementation of Strategic Plan of SAO	Q3 2020	Q4 2022				
<b>SUB-ACTIVITY</b>						
Implementation of Guidelines for strategic and annual audit planning	Q4 2020	Q4 2022	SAO	No	6.000 EUR= 372.000 MKD	National Budget
Preparation of draft Strategy for development of the SAO for period of 5 years	Q2 2021	Q3 2021	SAO	No	20.000 EUR= 1.240.000 MKD	Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight
Preparation of the Annual Work Program of the SAO for 2022, with a new structure	Q3 2021	Q4 2021	SAO	No	20.000 EUR= 1.240.000 MKD	MK 18 IPA FI 03 20
<b>TOTAL:</b>						EUR 46.000
						MKD 2.852.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 7: External Control and Parliamentary Oversight						
<b>MEASURE</b> P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
<b>ACTIVITY</b> Activity 2 (P7M1A2): Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the relevant legal framework						
<b>DELIVERABLES</b> Report with recommendations on improving the institutional and human resources capacity of SAO prepared						
<b>INDICATORS</b> Report with recommendations on improving the institutional and human resources capacity of SAO in order to maintain high quality of audits New State Audit Law			<b>TARGET FY 2021</b> - Prepared new State Audit Law - Prepared Assessment Report with recommendations on improving the institutional and human resources capacity of SAO			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the relevant legal framework	Q1 2021	Q4 2021	SAO			Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight MK 18 IPA FI 03 20
<b>SUB-ACTIVITY</b>						
Preparing new State audit law	Q1 2021	Q4 2021	SAO	Assembly of Republic of North Macedonia	20.000 EUR= 1.240.000 MKD	Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight MK 18 IPA FI 03 20
Development of analysis report with proposals on improvement of the organizational structure and human resources capacity	Q1 2021	Q3 2021	SAO	/	20.000 EUR= 1.240.000 MKD	
					<b>TOTAL:</b>	EUR 40.000
						MKD 2.480.000



## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 7: External Control and Parliamentary Oversight						
<b>MEASURE</b> P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
<b>ACTIVITY</b> Activity 3 (P7M1A3): Improved administrative capacity for performance audit						
<b>DELIVERABLES</b> Audit Reports on performance audits issued						
<b>INDICATORS</b> a) Revised methodology acts for improved performance audit b) Developed methodological acts for audit of EU funds and fraud and irregularities c) Revised methodology acts for improved IT audit d) Revised methodological acts for improved conducting follow-up of the given recommendations from the audit			<b>TARGET FY 2021</b> a) Revised methodology acts for performance audit b) Developed draft methodological acts for audit of EU funds and fraud and irregularities c) Revised methodology acts for improved IT audit d) Improved methodological acts for conducting follow-up of the given recommendations from the audit			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improved administrative capacity for performance audit	Q1 2021	Q4 2022				
<b>SUB-ACTIVITY</b>						
Further development and improvement of the methodological acts for conducting performance audit	Q2 2021	Q4 2021	SAO	/	20.000 EUR= 1.240.000 MKD	Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight MK 18 IPA FI 03 20
Development of draft methodological acts for audit of EU funds and fraud and irregularities	Q3 2021	Q4 2021	SAO	/	20.000 EUR= 1.240.000 MKD	
Further development and improvement of methodological acts for conducting follow-up of audit recommendations	Q3 2021	Q4 2021	SAO	No	20.000 EUR= 1.240.000 MKD	
Further development and improvement of methodological acts for conducting IT audit	Q1 2021	Q4 2021	SAO	No	20.000 EUR= 1.240.000 MKD	
<b>TOTAL:</b>						EUR 80.000
						MKD 4.960.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 7: External Control and Parliamentary Oversight						
<b>MEASURE</b> P7M2: Improved scrutiny over the budget by the Parliament						
<b>ACTIVITY</b> Activity 1 (P7M2A1): Analysis of existing legal and institutional framework with regard to mutual cooperation between SAO and Parliament benchmarked to SAO-Parliament cooperation best practices in EU						
<b>DELIVERABLES</b> Prepared report with recommendations for increased transparency of the function of the Assembly for supervision of legal regulations						
<b>INDICATORS</b> a) Assessment report with proposals on legal framework of SAO and Assembly for submission and review of audit reports b) Memorandum of understanding between the SAO and the Assembly for review of audit reports c) Action plan for improved cooperation between the Assembly and the SAO for reviewing the audit reports			<b>TARGET FY 2021</b> a) Prepared Assessment Report with proposals for the legal framework of the SAO and the Assembly for submission and review of audit reports c) Memorandum of understanding signed with the Assembly of RNM for review of the audit reports c) Prepared Action Plan for improving the Cooperation between the Assembly and the SAO for reviewing the audit reports			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Analysis of existing legal and institutional framework with regard to mutual cooperation between SAO and Parliament benchmarked to SAO-Parliament cooperation best practices in EU	Q1 2021	Q4 2021				
<b>SUB-ACTIVITY</b>						
Preparation of Assessment report with proposals on legal framework of SAO and Assembly for submission and review of audit reports	Q1 2021	Q3 2021	SAO	Assembly of Republic of North Macedonia	20.000 EUR= 1.240.000 MKD	Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight

## 2021 Action Plan for Implementation of the PFM Reform Programme

Preparation of a Memorandum of understanding between the Assembly and the SAO for review of audit reports	Q3 2021	Q3 2021	SAO	Assembly of Republic of North Macedonia	20.000 EUR= 1.240.000 MKD	MK 18 IPA FI 03 20 Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight MK 18 IPA FI 03 20
Preparation of an Action Plan for Improving the Cooperation between the Assembly and the SAO for reviewing the audit reports	Q3 2021	Q4 2021	SAO	Assembly of Republic of North Macedonia	20.000 EUR= 1.240.000 MKD	
<b>TOTAL:</b>						<b>EUR 60.000</b>
						<b>MKD 3.720.000</b>

## 2021 Action Plan for Implementation of the PFM Reform Programme

<b>PRIORITY</b> Priority 7: External Control and Parliamentary Oversight						
<b>MEASURE</b> P7M2: Improved scrutiny over the budget by the Parliament						
<b>ACTIVITY</b> Activity 2 (P7M2A2): Training needs assessment (TNA) carried out and Training plan elaborated for members of Parliament						
<b>DELIVERABLES</b> Report on training needs assessment for parliament administration and MP's prepared Training plan for members of Parliament elaborated						
<b>INDICATORS</b> a) Report on training needs assessment (TNA) parliament administration and MP's in assessing the audit reports b) Training plan elaborated for members of Parliament			<b>TARGET FY 2021</b> b) Prepared Training plan for MP's and parliamentary administration in assessing the audit reports and preparing for debate on audit reports c) Improved Manual "Introduction to Audit Report"			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Training needs assessment (TNA) carried out and Training plan elaborated for members of Parliament	Q3 2021	Q1 2022				
<b>SUB-ACTIVITY</b>						
Preparation of a Training Plan for MPs and parliamentary administration regarding the audit reports and preparation for the debate on the audit reports	Q3 2021	Q1 2022	SAO	Assembly of Republic of North Macedonia	20.000 EUR 1.240.000 MKD	Twinning Project IPA 2018 - Improvement of external audit and Parliamentary oversight MK 18 IPA FI 03 20
Review of the Manual "Introduction to Audit Reports"	Q4 2021	Q1 2022	SAO		20.000 EUR 1.240.000 MKD	
<b>TOTAL:</b>						EUR 40.000
						MKD 2.480.000

## 2021 Action Plan for Implementation of the PFM Reform Programme

Table 1 - 2021 Action Plan budget

Priority	2021 Budget					
	National budget		Donor funds		Total	
	in MKD	in EUR	in MKD	in EUR	in MKD	in EUR
1: Improved Fiscal Framework	3.156.000	51.316	37.823.000	615.000	40.979.000	666.316
2: Revenue Mobilization	308.057.000	5.008.122	193.050.000	3.132.680	501.107.000	3.132.680
3: Planning and Budgeting	10.572.500	171.892	0	0	10.572.500	171.892
4: Budget Execution	64.465.500	1.048.612	47.309.000	769.618	111.774.500	1.818.230
5: Transparent Government Reporting	777.600	12.600	0	0	777.600	12.600
6: Internal Control	0	0	76.875.000	1.250.000	76.875.000	1.250.000
7: External Control and Parliamentary Oversight	372.000	6.000	16.120.000	260.000	16.492.000	266.000
<b>Total</b>	<b>387.400.600</b>	<b>6.298.542</b>	<b>371.177.000</b>	<b>6.027.298</b>	<b>758.577.600</b>	<b>12.325.840</b>