		RESPONSIBLE INSTITUTION	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021 Achieved		PROGRESS OF IMPLEMENTATI		NEXT STEPS	EXPE
						Partially achieved	Completed	Partially completed	Not completed		REA
iscal Frame	Activity/sub-activity					Not achieved					
mulation, ad	loption and implementation of fiscal rules									-	
P1M1A1	Designing of fiscal rule and adoption of the fiscal rule legislation		Q1 2021	a) Draft Fiscal rules design	 a) Fiscal rules and Fiscal council legislation adopted 						
				b) Adoption of the fiscal rule legislation	auopieu						
	Adoption of legislation for prescribing fiscal rules. (The new Organic	MoF	Q1 2021				Partially completed Articles for	propertified pumprical ficcal rules of	and establishing and regulating the operation of the Fiscal Council ar	Adoption of the Law by the Parliament	
	Budget Law envisages provisions defining and regulating fiscal rules)	mor	Q12021				elaborated in the draft OBL. Draft	OBL was adopted by the Governm	here in the last quarter of 2020 and after that was submitted to the of the parliamentary commissions (Commission for Financing and	Addption of the Law by the Fahlanient	
	Adoption of legislation for institutionalizing the Fiscal Council. (The new	MoF	2021						ption of the Law is expected by the Parliament.		
	Organic Budget Law envisages provisions for establishment of a Fiscal Council.)										
	council.)										
Strengtheni	ng of forecasting										
P1M2A2	Strengthening the capacities for tax revenue planning*		Q4 2021	 a) Improved analytical capacities for tax revenue planning 	a) Realized trainings						
					c) New microsimulation models built						
	Building up new micro-simulation models	MoF - Public Revenues Tax	Q4 2021				Partially completed.			The realization of this activity will proceed	
		and customs					The construction of a new micro- activities of twining project where	simulation model in the programmi main goal is to upgrade the curren	ng language R which started in third quarter of 2019, continues with t micro-simulation R models for direct and indirect taxation in Agent-	within the EU Twinning project, "Improving revenue collection and tax and customs	
		policy department					Based Model (ABM) with dynami	component for behavioural effect	s between agents. In order to achieve this in August 2020, Public	policy" in order to continue the development o	
		(PRTCPD)					revenue office provided micro-sin Twinning project.	nulation data related with direct tax	ation, so work continued accordance with Roll-up Action plan of	the model and to introduce additional modules with a dynamic component for behavioral	s
								n, additional training is provided b	y the World Bank on the Python programming language and the	effects.	
							GITHUB platform, where the main	focus was on how to design the n	nodel, how to set growth factors, make reforms, implementing variou:	•	
							réforms in the model for assessin	g the impact of revenue and distrib	ution. Activities in this area continue.		
P1M2A3	Creating procedures and operational framework for modelling related to tax revenue projections	MoF - PRTCPD	Q4 2021	 a) Preparation of guidelines for short-term projection for direct and indirect taxation 	a) Guidelines for short-term projection for direct and indirect taxation prepared						
				b) Preparation of guidelines for medium-	b) Guidelines for medium-term projection						
				term projection for direct and indirect	for direct and indirect taxation prepared						
	Trainings related to analysis and forecasting of micro-data (JVI, CEF	MoF - PRTCPD	Q4 2021	Laxation					pacities of the employees from the Forecasting and Analysis Unit	/	
	etc.)						forecasting in cooperation with J\	I and CEF.	several trainings were realized related to fiscal frameworks, revenue		
	Preparation of tax revenue models for short and medium-term projection	MoF - PRTCPD	Q4 2021				Partially completed. New foreca	sting models for projections of reve	enues are developed in the programming language. Main focus here oyancy and tax elasticity and also automated process of projections	is Work with experts in this field will proceed in	1
	for direct and indirect taxation									accordance with Roll-up Action plan of the Twinning project in order to continue the	
							decomposition-STL. Trigonometr	ic Exponential smoothing state spa	sive integrated moving average ARIMA, Forecasting with ice model with Box-Cox transformation, ARMA errors –TBATS,	development of these models.	
							Ensemble modeling etc.) and cho	ose model with smallest error (Ro	ot Mean Squared Error -RMSE or Mean Absolute Percentage Error		
									ort-term tax revenue forecasting based on nowcasting. In the first he Twinning project where the main focus will be on their developme	nt.	
	Further development of new simulation models (PIT micro-simulation	MoF - PRTCPD	Q4 2021				Partially completed. The develo	pment of the micro-simulation mod	lel continues, with the main emphasis on the development of a modu he behavioral behavior of taxpayers and the projection of revenue.	Work with experts from this field will proceed in accordance with Roll-up Action plan of	
	model)						based on machine learning when based on a neural network whose	e the main emphasis is placed on t results are currently being tested.	he behavioral behavior of taxpayers and the projection of revenue. The development activities of this module continue in accordance w	In accordance with Roll-up Action plan of the Twining project in order to continue the	
							the Action Plan of the twinning pr	oject.		development of these models.	
	Preparation of tax revenue guidelines for short and medium-term	MoF - PRTCPD	Q4 2021				Not completed. This activity will	start after completing the construct	tion of the new microsimulation model, its testing and putting into use	The activity is transferred to the new PFM	
	projection for direct and indirect taxation									program 2022-2025	
	01.0		04,0004							The activity is transferred to the new PFM	
	SQL Server training to build and administer databases required for data management	MOF - PRICED	Q4 2021							program 2022-2025	
	Construction of Data Warehouse database based on customs data and	MoF - PRTCPD	Q4 2021							The activity is transferred to the new PFM	
	data from the State Statistical Office / Build Data Warhouse database on									program 2022-2025	
	the basis of customs data from CA and SSO.										
	Construction of Power BI model for simulation and visualization of What If analyzes when changing customs rates	MoF - PRTCPD	Q4 2021							The activity is transferred to the new PFM program 2022-2025	
ncreased d	ata availability for better forecasting of GDP										
P1M3A1	To continue harmonisation of the statistical methodologies in the area of business and social statistics (monthly and quarterly),	State Statistical Office	Q4 2021	Statistics aligned with EU acquis (social, business and national accounts)	05 %						
	providing timely and accurate data for compiling quarterly national										
	accounts Consultations with the Departments of Business and Social Statistics for	State Statistical	Q4 2021				Partially completed.			Improvement of data coverage and timeliness	
	the timely processing of relevant data and indicators, as well as their	Office	Get 2021				 Review and analysis of the data 	sources for GDP by income appro	ach, quarterly data and annual data;	of production and submission of the basic	-
	submission to the appropriate department in the Sector of National Accounts.						 Analysis of employment and ho 	urs worked based on National acco	unts figures, quarterly and annual data;	data	
	Accounts. Finding the possibilities for additional processing of specific data and	State Statistical	Q4 2021	+						Improvement of data coverage according to	
	indicators, necessary for:	Office	GP# 2021							ESA 2010 requirements	
	 calculation of quarterly GDP and 									-	
	 calculation of additional quarterly data according to the ESA2010 transmission program. 										
	Inclusion of additional activities of the departments in the State Statistics	State Statistical Office	Q4 2021								
	Statistic in the "Annual Work Program" of the State Statistics Statistic.										
	Inclusion of additional data and indicators on monthly and quarterly level depending on the change and requirements of Eurostat and the IMF in	State Statistical Office	Q4 2021							Improvement of data coverage and consistency according to ESA 2010	

		RESPONSIBLE INSTITUTION	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021 Achieved		ION OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPE
	Activity/sub-activity	ł				Partially achieved Not achieved	Completed Partially completed	Not completed		RE
P1M3A2	Exploring the usage of administrative and other data sources in the field of business and social statistics	State Statistical Office	Q4 2021	% of usage of administrative data sources	50%	Not achieved				
	Description of additional sources and methods for calculating:	State Statistical	Q4 2021	statistical data compilation			Partially completed. The main data sources concerning GDP data	a by Income approach and employment and hours worked based on thile, the available information from SSO (Department for Labour	Continuation of the activites under the project	
	employees; compensation of employees;	Office					ESA'2010 requirements have been analysed and reviewed. Meany market - code by code from the database, in order to prepare a rele	hile, the available information from SSO (Department for Labour vant model for GDP by income approach) reviewed and analysed. For	Improving the Production and Dissemination of Statistics	
	number of paid hours; number of unprocessed hours-days						the elaboration of employment and hours worked - quarterly data, t	ne work performed during the period concerned the available data		
	Delineation of compensation of employees:	State Statistical	Q4 2021				of business and social statistics and Action Plan to address the Ga	ap Analysis of the usage of administrative and other sources in the field os identified have been produced.		
	Wages and salaries; Contributions.	Office								
	Experimental compilation of GDP by income approach on quarterly	State Statistical	Q4 2021							
	level	Office								
P1M3A3	Delineation of Gross Capital Formation	State Statistical Office	Q4 2021	Delineation of gross investments	85%					
	Obtaining the experimental calculation for inventories from the beginning and end of the year (finished products and unfinished	State Statistical Office	Q3 2021				Partially completed. The work performed includes: discussion of accounts data on Gross capital formation and changes in inventorial	he current situation in the compilation and transmission of national as - data sources, coverage, Identification of deficiencies in estimates of	Improvement of data coverage and consistency with ECC 2010 (ESA 2010).	
	production, as well as the final stock of raw materials, spare parts and small tools, packaging and cargos, trade goods) on a guarterly basis (Changes in inventories: mark-up for the Work in progress inventori	es, Improving the estimations of Changes in inventories: HG only for nual inventories frame for calculation of the quarterly figures versus		
	mark-up factor for the inventories if work in progress and improving the						using direct data if/when available on time emphasizing on deficien	cies in data and methods. A Gap Analysis of the delineation of gross		
	holding gains/losses).						capital formation and Action Plan to address the Gaps identified ha	ve been produced.		
P1M3A4	Strengthening the human capacities that will bear the burden of	State Statistical Office	Q4 2021	Number of persons employed in the relevant area	In National Accounts Sector 3 new					
	the activities planned* *Depending on the manner of the current realization of the activities of	State Statistical	Q4 2021	Televani area	employments are approved		Not completed. The activity is not completed due to lack of funds	or realization of the employment plan for 2021.	Prepare and implement new employment plan	۱
	this priority P1M3 and the subactivities A1, A2 and A3, the perception of the financial possibilities for strengthening the human capacities for	Office							of the SSO for 2021.	
	timely and successful realization of this priority.									
P1M3A5	ESA 2010 Transmission	State Statistical	Q4 2021	% of data transmitted to Eurostat in	85%					
		Office		accordance to ESA 2010 Transmission Programme						
	Data preparation and filing in transmission table to Eurostat according to the Transmission Program in accordance with ESA 2010	State Statistical Office	Q4 2021				Partially completed. Activities started relate to: improvement of GI 2010. Annex B Data Transmission Programme – e.g. including GD	DP quarterly data and additional data according to Reg 549/2013 ESA P by income approach, Employment and Hours worked, Labour	Improvement of data coverage and consistency with ECC 2010 (ESA 2010).	
	_						productivity, changes in inventories and Gross fixed capital formati	on. The Gap Assessment report and the Action Plan have been		
obilization	1	l		+	↓					_
d revenue P2M1A1	legislation framework, harmonized with the EU Acquis	MoF - Tax and	Q1 2023	a) Analysis of current national legislative	Reports with written recommendations for					
	EU Acquis and best practices	Customs Policy Department		framework on taxations and its alignment with the EU acquis	improving customs and tax legislation					
		(TCPD)		b) Report with recommendations for	New laws and / or amendments to existing		-			
				improvement of the current national legislative framework for taxations	national customs and tax legislation (laws and bylaws) prepared on the basis of					
				indicate indicate in addition	applicable EU legislation, with corresponding tables					
				c) Drafted amendments (or new laws) of	 Methodology tools for customs and tax 		-			
				tax and customs legislation d) Number of workshops for	Iegislation and policies developed Trainings on best practices on newly		-			
				implementation of the amended legislation organized for the MoF and the PRO	introduced measures in the newly drafted customs and tax legislation (number of					
					workshops and number of trained persons)		_			
				e) Number of adopted legislations	 Organized and implemented public awareness events 					
					Study visits for exchange of experience and knowledge in EU Member States					
					(number of visits and number of participants)					
	Gap analysis of national legislative provisions (laws and bylaws and	MoF - PRTCPD	Q4 2022		participantay		Partially completed. These activities will be implemented with su	oport under the EU-IPA 2018 Twinning project "Improving Revenue	For the second half of 2021, following	
	methodology) compared to the latest EU legislation and best practices, in the area of: Customs. Customs Tariffs. Customs Measures for						Collection and Tax and Customs Policy" with twinning partners from	n Austria and Croatia. Tthey are part of Component 1 (Legislation in the andards and best practices) of this Twinning Project. Due to the curren	activities are planned to be realised: gap analysis of the annexes of the UCC:	
	Protection of Intellectual Property Rights and other related legislation;						situation with COVID-19 pandemic, the workshops were carried out	via video conference.	preparation of recommendations for improvement of property tax law and personal	
	Reports with written recommendations for improvement of Customs	MoF - PRTCPD	Q4 2022						income tax law, drafts for the new Customs	
	Law, Law on Customs Tariff, Law on Customs Measures for Protection of Intellectual Property Rights and other related legislation prepared;								Code and drafts for amendments to the VAT law and law on tax procedure.	
	Reports on the current normative framework on suspending autonomous	MoF - PRTCPD	Q4 2022							
	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;									
										1
	New legal acts and/or amendments to the existing national customs	MoF - PRTCPD	Q4 2022							
	New legal acts and/or amendments to the existing national customs legislation (laws and by-laws) prepared/drafted on the basis of the FU		1							
	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);									
	legislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language);									
	legislation (laws and by-laws) prepared/drafted on the basis of the EU	MoF - PRTCPD	Q4 2022							
	legislation (faws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the	MoF - PRTCPD	Q4 2022							
	legislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation;									
	Iegislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation; Methodological tools (guidelines/instructions/manuals) based on the new drafted legislation developed in tooth English and Macedonian	MoF - PRTCPD MoF - PRTCPD	Q4 2022 Q4 2022				-			
	Iegislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquise and the national legislation; Methodological tools (guidelines/instructions/manuals) based on the new drafted legislation developed (in both English and Macedonian Ianguage):									
	Iegislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquisand the national legislation; Methodological tools (guidelines/instructions/manualis) based on the new drafted legislation developed (in both English and Macedonian language); Trainings provided on the bast practices, regarding the newly established measures in the new drafted legislation the following	MoF - PRTCPD	Q4 2022							
	Iegislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation; Methodological tools (guidelinea/instructions/manualic) based on the new drafted legislation developed (in both English and Macedonian Innauneo); Trainings provided on the best practices, regarding the newly	MoF - PRTCPD	Q4 2022							
	Iegislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation; Methodological tools (guidelines/instructions/manuals) based on the new drafted legislation developed (in both English and Macedonian language); Trainings provided on the best practices, regarding the newly established measures in the new drafted legislation in the following instability of measures in the new drafted legislation in the following intellectual Property Rights and other related legislation re-	MoF - PRTCPD MoF - PRTCPD	Q4 2022							
	Iegislation (laws and by-laws) prepared/drafted on the basis of the EU legislation in force (in both English and Macedonian language); Table of concordance for the drafted legislation prepared, showing the link between the provisions of the EU acquis and the national legislation; Mathodobgical tools (guidelines/instructions/manuals) based on the manuals); Trainings provided on the best practices, regarding the newly established measures in the new drafted galation in the following areas: Customs; Customs Tariffs; Customs Measures for Protection of the Presence of Protection of Prot	MoF - PRTCPD MoF - PRTCPD MoF - PRTCPD	Q4 2022 Q4 2022							

	RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021	FRO	OGRESS OF IMPLEMENTATION OF ACT	ITTLE OF BASTITLES	NEXT STEPS
	INSTITUTION				Achieved				
					Partially achieved	Completed	Partially completed	Not completed	
Activity/sub-activity					Not achieved				
Methodological tools for managing and creating customs policy developed;	MoF - PRTCPD	Q4 2022							
Exchange of knowledge and skills throughout study visits to Member	MoF - PRTCPD	Q4 2022							
State with relevant employees, focused on legal framework									
harmonisation with EU acquis and best practices and EU standards,									
methodological tools implementation.									
Gap analysis of national legislative provisions (laws and bylaws and	MoF - PRTCPD	Q1 2023							
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									
Trainings provided on the best practices, regarding the newly	MoF - PRTCPD	Q1 2023							
established measures in the new drafted legislation in the following		1							
areas: Personal Income Tax, Profit Tax, Value Added Tax, Excise		1							
Duties, Public Revenue Office, Tax Procedure (paperless administration									
and tax debt management)and other related legislation (at least 10									
trainings) Public awareness events on the new tax legislation organised and	MoF - PRTCPD	Q1 2023							
conducted	WOI - FICTORD	Q1 2023							
Exchange of knowledge and skills throughout study visits to Member	MoF - PRTCPD	Q1 2023							
State with relevant employees, focused on legal framework									
harmonisation with EU acquis and best practices and EU standards,									
methodological tools implementation									
Introduction of a new organizational unit for predictive analytics and	MoF	Q1 2024				Partially completed. Started under the	he EU twinning project. Two activities were	done regarding BI Unit.	The activity is transferred to the new P
business intelligence.									program 2022-2025
Preparation of a detailed GAP analysis of own resources (Chapters 33)	MoF	Q1 2024						repared initial L GAP table with AP. This activity is closely	The activity is transferred to the new P
						related to the entry into force of the ne	ew OBL and the new IFMIS and ITIS system	n in the Ministry of Finance and the PRO.	program 2022-2025
Preparation of a Study for Measuring efficiency in Tax and Customs	MoF	Q1 2024				Partially completed. Consultations w	were held with the World Bank and the EU	twinning project about this activity to be implemented with	
administration: a data envelopment analysis approach for better		1 1				technical assistance.			program 2022-2025
Revenue mobilization.									
Connecting the Ministry of Finance with the Customs Administration with	MoF	Q1 2024				Not completed. Providing functional	technical conditions and adequate staff en	nployment	The activity is transferred to the new P
File Transfer Protocol-FTP, in order to obtain data faster and more		1 1							program 2022-2025
efficiently	14.5	01.0001						- P -1-1	
Full implementation of CEFTA Protocol V	MoF	Q1 2024				Completed. Activity has been implem	nented with support under the EU Twinning	g Project.	
Full implementation of CEFTA Protocol VI	MoF	Q1 2024				Partially Completed Started under the	EU twinning project. Two activities were o	Inne	The activity is transferred to the new P
		G(1 2024				in databy completed. Statled thitler the	to thinking project. Two activities were t		program 2022-2025
Full implementation of CEFTA Protocol VII	MoF	Q1 2024				Partially completed.Started under the	EU twinning project. Two activities were d	one.	The activity is transferred to the new P
									program 2022-2025
	MoF - PRTCPD	Q4 2021				Completed. TADAT with IMF, Tax dia	amond World bank		
financial intelligence, in order to increase the mobilisation of tax		1 1							

Activity/sub-activity c and curulons services and procedures W2A1 Implementation of the project activities foreseen in the PROs Modernisation Programme (including reengineering of business processes, new Tax Integrated IT system)	PRO		the new tax integrated IT system e) New tax integrated IT system <u>HARDWARE</u> 1) New tax integrated IT system SOFTWARE g) Cuality Assurance technical support for implementation of the new integrated IT system provided for PRO N) Risk Evaluation System - RES for tax add add) Established new IT system hall) Assessment report on the existing methodological coles and implemention	b) / c) / d) implemented BMP software and licenses e) Initiated tender procedure f) signed contract	Achieved Partially achieved Not achieved	Completed	Partially completed	Not completed		REALISATION
c and customs services and procedures W2A1 Implementation of the project activities foreseen in the PROs Modernisation Programme (including reengineering of business	PRO		personal income payments (except the payments of sales)* b) Issuing prespopulated Annual Tax Return by PRO c) Improved Contact Centre and Tax Counters Services c) Improved Contact Centre and Tax Counters Services c) Re-empineerd business processes for the service service of the service service service service service services and the service servic	b) / c) / d) implemented BMP software and licenses e) Initiated tender procedure f) signed contract g) signed contract h) / h) / f) /	Not achieved					
M2A1 Implementation of the project activities foreseen in the PROs Modernisation Programme (including reengineering of business	PRO		personal income payments (except the payments of sales)* b) Issuing prespopulated Annual Tax Return by PRO c) Improved Contact Centre and Tax Counters Services c) Improved Contact Centre and Tax Counters Services c) Re-empineerd business processes for the service service of the service service service service service services and the service servic	b) / c) / d) implemented BMP software and licenses e) Initiated tender procedure f) signed contract g) signed contract h) / h) / f) /						
			Return by PRO c) Improved Contact Centre and Tax Counters Services d) Returns and the services of the environment of the services of the servi	e) Initiated tender procedure f) signed contract g) signed contract h) / f) / f) /						
			Counters Services of Re-engineered business processes for the next is integrated IT system HARDWARE. I) New tax integrated IT system SOFTWARE. () Cuality Assurance technical support for implementation of the new integrated IT system, provided for PRO. N) Risk Evaluation System - RES for tax additional system - RES for tax additional system hall) Established new IT system hall) Assessment report on the existing methodological tools and imclementing	e) Initiated tender procedure f) signed contract g) signed contract h) / f) / f) /						
			the new tax integrated IT system e) New tax integrated IT system <u>HARDWARE</u> 1) New tax integrated IT system SOFTWARE g) Cuality Assurance technical support for implementation of the new integrated IT system provided for PRO N) Risk Evaluation System - RES for tax add add) Established new IT system hall) Assessment report on the existing methodological coles and implemention	e) Initiated tender procedure f) signed contract g) signed contract h) / f) / f) /						
			HARDWARE I) New tax integrated IT system SOFTWARE g) Cuality Assurance technical support for implementation of the new integrated IT system, provided for PRO N) Risk Evaluation System - RES for tax add add) Established new IT system hall) Assessment report on the existing methodological cole and implemention	1) signed contract g) signed contract h) / 0 /						
			HARDWARE I) New tax integrated IT system SOFTWARE g) Cuality Assurance technical support for implementation of the new integrated IT system, provided for PRO N) Risk Evaluation System - RES for tax add add) Established new IT system hall) Assessment report on the existing methodological cole and implemention	1) signed contract g) signed contract h) / 0 /						
			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 methodolooical tools and imbermenting	9) signed contract h) / i) /		_				
			implementation of the new integrated IT system, provided for PRO h) Risk Evaluation System – RES for tax audit j) Established new IT system hall j) Assessment report on the existing methodolooica tools and implementing	h) /		_				
			audit i) Established new IT system hall i) Assessment report on the existing methodological tools and implementing	h) / i) / i) Assessment report on the existing						
			 j) Assessment report on the existing methodological tools and implementing 	i) /						1
			methodological tools and implementing	i) Assessment report on the existing						
			arrangements in the PRO with recommendations for improvement	methodological tools and implementing arrangements in the PRO with recommendations for improvement		_				
			prepared; k) New/updated methodological tools delivered (incl. assessment reports, action	k) New/updated methodological tools delivered (incl. assessment reports, action						
			and control procedures in line with the procedures and best EU practices);	plans, guidelines, instructions, manuals and control procedures in line with the procedures and best EU practices);						
			 Training Needs Assessment elaborated and a Training plan developed and 	I) Training Needs Assessment elaborated and a Training plan developed and						1
			implemented through seminars/workshops/ round table	implemented through seminars/workshops/ round table discussions/conferences/ on-						1
			discussions/conferences/ on-the-job	the-job training for the tax employees to improve the administrative capacities of the Public Revenue Office.						
			m) Quality Control Plan aligned with the	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;	processes, Quality Evaluation Report and						
			n) Plan for integration of data and establishment of Data Warehouse and Plan for utilization of data for different analysis oreoared:	n) Plan for integration of data and establishment of Data Warehouse and Plan for utilization of data for different analysis prepared:						
			 b) Establishment of a Disaster Recovery Center that will provide full back-up of PRO data and work processes 	o)Prepared technical specification						
			p) Establishment of a new IT infrastructure	p)Procurement of IT equipment, maintenance of IT equipment (hardware and system software), liceness for system software and databases, raising the flow capacity of communication (network) equipment and services						
			k) Increasing the security of PRO systems	k) Hardware, software and services to improve security						
Strengthening of PRO staff and new recruitments	PRO	Q4 2021				Not completed. The revised D	aft Annual Employment Plan for 2021	envisage 80 new employments and 100 promotions.	Implementation of the Annual Employment Plan	2021
Development and re-engineering of business processes for the new tax integrated IT system (prepare and deliver a Business Process Modelling	PRO	Q4 2021				Not completed. Procurement of meeting the criteria.	f the BMP tool (software and licenses)	was unsuccessful because there was no economic operator	The procedure should be repeated in the next reporting period.	2021
(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 -									reporting period.	
technical support for implementation)										
Software for the new integrated tax IT system and technical support for providing quality assurance during the implementation of the software	PRO	Q4 2022				system Design". The purpose of with advisory services and anal	f the project is to assist the tax admini- ysis. Additional ITIS features should in	Id Bank "Supporting North Macedonia Public Revenue Office IT stration in developing additional system modernization requirements clude new ITIS modules for e-commerce and e-invoices, as well as compliance, and fact-based decision makino. Within the oroiect.	Finalizing a project proposal with the World Bank for financing the new IFMIS and expanding the new IT system of the PRO.	2020-20
						experts are engaged to assist the of related system modules and regards to the software for the software for the regards to the software for the s	e PRO in preparing detailed requests interfaces that are expected to be finar ew integrated IT tax system and techr	for implementation of additional ITIS requirements and development cod with a loan from World Bank, which relates to the activities in ical support for quality control during software installation,	a contraction of the second	
						establishment of a data wareho Recovery Center. In this regard	use, as well as defining user requirem the experts prepared three final docu	ents (technical specification) for hardware and software for Disaster ments: Functional and technical requirements for data warehouse		1
						(DW), business intelligence (Bl fiscal invoicing: basic concept & developments at Public Revenue	platform, and compliance risk manage initial suggestion for technical specified e Office. This activity is in close coord	ement sub-system, Fiscal e-invoice system (FEIS) and e-commerce cation, Overview of the existing IT systems and current IT nation with the EU-IPA 2018 twinning project "Improving Revenue		
						Collection and Tax and Custom	s Policy and the IMF.			

	RESPONSIBLE	DEADLINE	INDICATOR INDICATOR TARGET 2021	INDICATOR OUTTURN 2021 Achieved		PROGRESS OF IMPLEMENTATIO	N OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTE
				Partially achieved	Completed	Partially completed	Not completed		REALIS
Activity/sub-activity Etablishing a Data Warehouse (Consolidation of databases from existing IT systems / subsystems into a single database by introducing ESB for Data exchange)	PRO	Q4 2022		the mar proj	experts prepared three final d inagement subsystem Complia posals for technical specificati	ocuments: Functional and technical ince risks, Fiscal system for e-invoid	porting North Macedonia Public Revanue Office IT system Design", requirements for data warehouse, business intelligence platform ani ses and e-commerce with fiscal involces: basic concepts and initial terms and current l'innovations in the PRO. The deadline for winning Project, IMF and WB.	This activity is in close coordination with the E	EL 21
Establishment of a new IT infrastructure - Consolitation of workstations and peripheral equipment - Procurement of languagement of languagement (hardware and system software) - System software licenses and databases - Increasing the flow capacity of communication (network) equipment and services	PRO	Q4 2023		Par	rtially completed.Regarding to ccurement of IT equipment and	he activities for establishing a new f contracts for maintenance of inform	T infrastructure after a competitive tendering procedure, contracts for ation equipment (hardware and system software) were concluded.	Concluding procurement contracts in accordance with the public procurement plan.	
Defining user requirements (technical specification) for hardware and software for Disaster Recovery Centre	PRO	Q4 2023		ITIS white soft	S capabilities and developmen ich are related to activities rela	t of related system modules and inte ted to the software for the new integ nt of a data warehouse, as well as d	PRO in preparing detailed requests for implementation of additional infaces that are expected to be financed with a World Bank lean, read tax T system and technical support for quality control during efining user requirements (technical specification) for hardware and	Finalizing a project proposal with the World Bank for financing the new IFMIS and expanding the new IT system of the PRO.	
Upgrading of existing PRO subsystems Upgrading of existing PRO subsystems Upgrading and maintenance of e-personal lax, Upgrading and maintenance of e-personal lax, Upgrading and maintenance of e-Taxes, Application to revisitation and cateduations 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	PRO	Q4 2023					ub-system, there are no changes in the reporting period.	expanding the new II system of the ProC. Completion of upgrade and maintenance of e- personal itsz. Upgrading and maintenance of E-Taxes, Application for validation and calculations of aux returns. Tax Procodure and Implementing Debt Management Software and Debt Collection Procedures, Upgrading and Maintaining the Gaming System - NS, Upgrade of GPRS	-
Increasing the security of PRO systems - Check the vectorscass and genetration 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	PRO	Q4 2023		Par	rtially completed. Agreement cluded.	s for procurement of security certific	ates for the PRO systems and antivirus protection have been	Concluding procurement contracts in	
Enhancement of the capacities of the Public Revenue Office for enforcement of improved tax legislation	PRO	Q1 2024		coli	lection and tax and customs p	blicy, component 1 (Alignment of tax	within the Twinning project EU-IPA 2018 Improving revenue and customs legislation with the regulations, standards and best monization of the tax legislation started in May 2020.	accordance with the public procurement plan.	
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 undeclarat income internal audit function in the internal control systems, professional and ethical standards for the conduct of the employees, human sources management, public procurement, international exchange of information, and in the modernization process of the tax administration	PRO	Q1 2024		and Rev Pill Pill Construction Formation Construction Construction	d Customs Policy, which starte venue Office for implementatic ated to the functioning and ope (C: VAT refund, collection of ta ndards of employees (code of nning project in the part of com ended by representatives from m the Austrian Ministry of Fina	d in January 2020. Within compone n of national legislation, IT services ration of the PRO were held. They o xes, exchange of data between tax is conduct), audit methods, e-commer upponent 4 in May an activity related the Ministry of Finance, PRO and C nce. All these activities in which 133	PA 2018 twinning project Improving Revenue Collection and Tax tint 4 "Improved operational and administrative capacities of the Publi and procodures from the EU/PA 2018 twinning project." Is advite to over several topics related to the functioning and operation of the diministrations, moderization of the PRO, professional and ethicial ce and BEPS (base erosion and profit shifting). Within the IPA to the Dealign of the Data Warehouse (DW) was held, which was usterms Administration. The same activity was conducted by experti- tus official form the PRO participated were manip held with a pandemic COVID-19, project activities were organized and	s	20
Implementation of quality assurance for the new IT system, e-services	PRO	Q1 2024		Not	t completed, in January 2021	a project was initiated with the Wo	rid Bank "Supporting North Macedonia Public Revenue Office IT	Implementation of activities is in accordance with the Work plan.	20
and business processes				575 115 Bart 000 mov end	stem Design". Within the proje S requirements and developm nk, which are related to the act ntrol during software installatio demization requirements with	ct, experts are engaged to assist the ent of related system modules and i ivities with relation to the software for he purpose of the project is to assis advisory services and analysis.Add	FRO in propering detailed requests for implementation of additional indicates that are expected to be framed with a loss from World in the new integrated T tax system and technical support for quality the tax administration in developing additional system literal TIPs features should include new (TS modules for e-commer tools for risk management, compliance, and fict-based decision	e Implementation of activities is in accordance	
Design of the Data Warehouse	PRO	Q1 2024		the mara proy inp part	experts prepared three final d inagement subsystem Complia posals for technical specificati plementation of this activity dep rt of component 4 in May an ac	ocuments: Functional and technical ince risks, Fiscal system for e-invoid ons and Overview of existing IT systemed bends on donor coordination, EU Tr	onia Public Revenue Office IT system Design" with the World Bank, requirements for data warehouse, business intelligence platform ans sea and e-commerce with fiscal involues: basic concepts and initial terms and current IT innovators in the PRO. The deadline for finite the first official and Will Within the PIA horning pojecial in the na Warehouse (DW) was held, which was attended by initiation.	with the Work plan.	
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		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021		PROGRESS OF IMPLEMENTATION	OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECT
		INSTITUTION				Achieved	0.11				REAL
	Activity/sub-activity	ł				Partially achieved Not achieved	Completed	Partially completed	Not completed		I LAL
P2M2A2	Strengthening operational capacities of CARNM to increase the quality of controls and responses and introducing further simplification of procedures	Customs Administration	Q4 2022	a) Number of decisions to use simplified procedures increased	New / updated methodology tools developed	Not dometred					
	simplification of procedures			b) Master Plan to overcome gaps and needs prepared	Organized and implemented public awareness raising events on customs						
				c) Action Plan and technical specification							
				prepared d) Number of trained customs officers and economic operators according the Plan	and delivered Conducted study visits for exchange of experience and knowledge in EU Member						
				economic operators according the man	States						
	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);	Customs Administration	Q4 2022				Partially completed. Impleme 2022.	entation is ongoing. The activities are pa	t of the Twinning project. The deadline for their realization is Q4		
	Public awareness events on the new customs procedures organised and conducted:	Customs Administration	Q4 2022				Not achieved. Due to the Cov	rid measures, no public events were real	ized.		
	National technical specifications of the EU Required IT systems prepared and delivered (in English language);	Customs Administration	Q4 2022				Achieved. Technical specifica	ations for NCTS 5 I EORI have been dev	eloped.		
	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	Customs Administration	Q4 2022				Not achieved. Due to the Cov	vid measureses no study visits were real	zed.		
	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).										
P2M2A3	Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds	Customs Administration	Q4 2022	a) No of financial investigations conducted	a) Training needs assessment and training program prepared						
	and illegal trafficking of goods while facilitating the trade	, anni istaisti		i) Plan to overcome gaps and needs prepared	b) Conducted trainings for the customs staff (number of trainings and number of employees)						
				ii) Upgrade of equipment and tools used by the customs officers to implement and enforce enhanced models and methods of	 c) Conducted study visits to exchange experience and knowledge in EU Member 						
				controls							
	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. If support (including relavant IT tods),control and investigations and fight against economy crime;	Customs Administration	Q4 2022				Partially completed. Impleme trainings were held where 78 (t of the Twinning project. In the period January-June 2021, 4		
	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	Customs Administration	Q4 2022				Not achieved. Due to the Cov	vid measures, no study visits were realiz	ed.		
	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)										
P2M2A4	Provision of equipment and tools to implement enhanced models of control, facilitate trade and increase quality of services	Customs Administration	Q4 2021	a) Preparation of technical specification	a) /						
	or control, recincitle trade and increase quality or services	, uninistration		b) Procuring equipment	b) Signed contract for procurement of equipment						
					c) Delivered equipment to the CA according to the technical specification						
	Delivery of new equipment for CA	Customs Administration	Q4 2021				Completed. The vehicles for o	customs dogs were delivered in Decemb	er 2020, while the mobile scanner in May 2021.		
	of the PFM systems in case of crisis	1			·					•	
	Establishment of Disaster Recovery Centre	PRO/	Q2 2022	a) Establishment of Disaster Recovery	Technical Specification prepared						
P2M3A1		CARNM/SAO		Centre							

		RESPONSIBLE INSTITUTION	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021 Achieved		PROGRESS OF IMPLEMENTAT	ION OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTE
	Activity/sub-activity					Partially achieved Not achieved	Completed	Partially completed	Not completed		REALISA
Budgetin	ng					Not achieved					
P3M1A1	me based budget approach and improved project information Implementation of the proposed program based budgeting approach	MoF and budget users	Q4 2022	a) Improvement of methodology and guidelines for new programme budgeting	a) Completed analysis of the program budget framework (legal basis, methodology, structure of program						
				b) Trainings for programme budgeting conducted	budgeting) with a presentation of good practices b) Completed analysis of the system of program indicators and their evaluation in		_				
					program indicators and their evaluation in accordance with good practices						
				c) % of budget users applying new classification	/						
	Strengthening the capacities of the Ministry of Finance and the budget users for appropriate implementation of budget programmes	users	Q4 2022				users. These activities are relate budgeting new programs. At this	d to the preparation of secondary le stage it is important to meet with b	for the employees in the Sector for Budgets and Funds and the budg egislation, namely the preparation of Methodology and guidelines for budget users and make further analysis. The process of capacity	ət	
	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	MoF and budget users	2022				building, training, monitoring an established. This process is con These two sub-activities were st the assistance of foreign experts	arted as part of the preparation of th	come after the appropriate classification of the program has been he new budget law within the activities of the Ministry of Finance with	Continuously	٩
P3M1A3	 review the system of program indicators and evaluate them in line with good practice Improvement of the information on the projects included in the 	MoF/budget	Q4 2024	Transparent information on projects	Working group for implementation of the						_
	budget	users/SoEs		included in the Budget	Action Plan established New organizational unit in the Ministry of Finance for Public Investment Management		_				
					- Trainings for public investment wanagement - Trainings for public investment management (number of trainings and number of trained persons) conducted						
	Establishing working group for implementation of the PIM Action plan	MoF/budget users/SoEs	Q1 2021		number of italined persons) conducted		Completed.On May 5, 2021, wi implementation of the Action Pla	h a decision from the Minister of Fi n for implementation of the PIMA re	inance, two working groups are being formed: a Working group for ecommendations and a Working group for undertaking preparatory		
							activities for Establishment of an management.	organisational unit in the Ministry	of Finance that will perform functions related to public investment		
	Implementation of the PIM action plan	MoF/budget users/SoEs	Q4 2024				Management Recommendation:	er 2020, the Government adopted (PIMA), which is based on the rec 020 and 2021. The PIMA Action PI	I the Action Plan for Implementation of the Public Investment commendations of the proposed Action Plan in the PIMA Report from lan is being implemented.		
	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	MoF	Q2 2021				Not completed.				
	Staffing of the new organizational unit for public investment management and fiscal risk assessment (with redistribution and / or new employment of 3-5 people)		Q4 2021				Not completed.				
	Capacity building of the Ministry of Finance and relevant public investment management institutions and assessment of fiscal risks Drafting methodology for defining, preparation, review, appraisal and	MoF/budget users/SoEs MoF	Continuous Q4 2022				Partially completed. Technical trainings will start in July 2021. Not completed.	assistance has been provided by t	the IMF to build the capacity of the IMF to manage public finances. Th	e	
	prioritisation of new initiatives (capital projects) Implementation of follow up missions by the IMF	MoF and budget	Q4 2022				Not completed.				
ng the medi	um-term budget planning	users/SoEs					not completed.				
P3M2A1	Introduction of comprehensive Medium-term Budget Framework (MTBF) and linking ERP preparation to it	MoF - Budget and Funds Department	Q4 2022	a) Comprehensive Medium-term Budget Framework (MTBF) in place	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)						
	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)	MoF - Budget and Funds Department and other relevant departments and budget users	Q4 2022				Partially completed. Starting fr data provided under the IPA pro	om 2019, the MoF in cooperation w ect, as a basis for starting the prep	with foreign experts conducts an analysis of existing documents and anation of bylaws on SBR planning and budget expenditures.	Continuously	c
P3M2A2	Improvement of budget forecasting tools (introduction of the baseline scenario, new initiatives)	MoF - Budget and Funds Department	Q4 2021	 a) New tools for baseline estimates and costing of new policies in place 	List of bylaws for strengthening the budget planning tools developed						
	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					web-based E-Circular system, th	ne scenario and new initiatives ha le Ministry of Finance enables bud were submitted in a circular letter.	ve already been introduced in the budget planning process. Through a get users to prepare their baseline scenarios in the preparation of the	Continuously	c
P3M2A3	Upgraded capacities of the employees in MoF and budget users on the new tools and planning process introduced	MoF - Budget and Funds Department	Q1 2022	 a) Capacity building of the employees in MoF and budget users / trainingson the new tools introduced and new planning process (Number of trainings organised and number of persons trained) 	Prepared plan for training of MoF staff and budget users on the newly introduced tools and planning process						
	Trainings on newly introduced tools and planning process	MoF - Budget and Funds Department	Q1 2022				and part of the budget users.	acquainted with the new models a	I trainings were conducted for the employees of the Ministry of Finance and tools that will be applied in the budget planning process after the	Continuously	
Organic Bu P3M3A1	udget Law in line with the improvements of the PFM system Preparation and adoption of new/revised organic budget law	u 	Q2 2021	New organic budget law prepared	New organic budget law adopted						
	Adoption of a new/revised organic budget law	Assembly	Q2 2021						arliamentary committees (Committee on Finance and Budget and the	Adoption of the new budget law	G
							Legislative Committee) in Q1 20	21. Adoption by the Assembly of th	ne Republic of North Macedonia is expected.		

		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021		PROGRESS OF IMPLEMENTATION	OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED T
re		INSTITUTION				Achieved					OF
	Activity/sub-activity	+				Partially achieved Not achieved	Completed	Partially completed	Not completed		REALISATIC
ovement of l'	T system/software support for budget preparation process	1	1			Not achieved					
P3M4A1	Improvement of IT system/software support for budget preparation process	MoF- Budget and Funds Department	Q1 2024				Not completed. The activity follow	ws the adoption of the New Budget Law	L	Continuously	Q1 2024
loned canaci	ties for compilation of EDP notification tables										
P3M5A1	Strengthening the human capacities that will bear the burden of	State Statistical	Q4 2021	Number of persons employed in the	In National Accounts Sector 3 new						
	the activities planned	Office	0.1.0001	relevant area	employments are approved				Product and a second second second		0004
	Initiation of a new employment procedure	State Statistical Office	Q4 2021						alization of the employment plan for 2021.	Prepare and implement new employment plan of the SSO for 2021.	2021
P3M5A2	Development of a methodological knowledge for preparation of EDP notification tables Current training of staff through training and missions that are	State Statistical Office State Statistical	Q4 2021 Q4 2021	% of compiled EDP notification tables	50			ethods, procedures and sources used	les and related questionnaires - sources, methodology and for the compilation of deficit and debt data and the underlying	Development and compilation of	2021
	conducted in SSO	Office	Q4 2021						MoF and NB in the field of EDP and GFS data	questionnaires related to EDP notification tables. Improvement of data quality in EDP tables.	2021
P3M5A3	Preparation of ESA 2010 based EDP notification tables	State Statistical	Q4 2021	% of completeness of EDP Inventory,	30						
1	Preparation of EDP notification tables	Office State Statistical Office	Q4 2021	compliant to ESA 2010						Improving the Guidelines for EDP preparation and consistency with the ESC 2010	2021
	Preparation of EDP questionnaires	State Statistical	Q4 2021							methodology.	
	Consistency between ESA 2010 transmission tables and EDP	Office State Statistical	Q4 2021								
	notification tables	Office									
	Improvement of EDP Inventory	State Statistical Office	Q4 2021								
	Preparation of Memorandum of understanding in the field of GFS	State Statistical Office	Q4 2021								
Execution mentation of	new financial management information system (FMIS)										
P4M1A1	Supporting the Development of Integrated Financial Management Information System	MoF	Q1 2024	a) New Integrated Financial Management Information System implemented	a) Announced public procurement for IFMIS						
					b) b) Establishment of a new organizational IFMIS unit						
					c) Evaluation and selection of the most favourable bidder						
	Preparation of the tender dossier for public procurement based on the prepared functional and technical specification for the new IFMIS	MoF	Q3 2021				Not completed			Preparation of the tender dossier for public procurement based on the prepared functiona and technical specification for the new IFMIS.	Q3 2021
	Establishment of a new organizational IFMIS unit in MoF	MoF	Q3 2021				Not completed			Establishment of a new organizational IFMIS unit in MoF	Q3 2021
	Implementation and realization of the public procurement for the new IFMIS	MoF	Q4 2021				Not completed			Implementation and realization of the public procurement for the new IFMIS	Q4 2021
gthening del	ot management										
P4M3A4	Strengthening human capacities/Strengthening the capacities for debt management planning	Ministry of Finance	Q1 2021	a) number of newly employed staff	2 new recruitments						
	Vacancy announcement	Ministry of Finance	Q1 2021								
P4M3A5	Improving MTDS framework and coordination with Debt Sustainability Analysis	Ministry of Finance		Improvement of Dept. Management Strategy with DSA and MTDS tools	Debt management strategy prepared						
	Identifying responsibilities within the Ministry of finance for the preparation of a debt sustainability analysis	Ministry of Finance	Q2 2021					crisis with the pandemic, the planned a to be realized by the end of 2021.	ctivities for the sustainability of the public debt have been	DSA trainings	
	Capacity development - World Bank Mission within Government Debt	Ministry of Finance	Q4 2021				Partially completed. Due to the	pandemic, no mission was conducted,	but several online capacity building meetings were held	Online meetings with GDRM team and	
	and Risk Management Programme Improving software support for debt management process	Ministry of Finance	2024	Operational module for e-Debt developed	a New Integrated Finance Management					defining action plan for next years	
P4M3A6			Q4 2021	Enable delivery of requested data from	Information System (IFMIS) Upgraded FAMA application						
	Strengthening the Management of Foreign Assistance	Ministry of Finance		FAMA to e-debt							-
	Strengthening the Management of Foreign Assistance Preparation, implementation and realization of public procurement for maintenance of FAMA, in the transwork of which functionality improvement will be implemented in relation to different marking of the deadine for completion of the project.	Ministry of Finance Ministry of Finance		FAMA to e-debt			Completed: The functionality for	marking of the project completion deac	fline has been improved.		
	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		Q4 2021	Procedure for active cash management	Procedure for active cash management prepared		Completed: The functionality for	marking of the project completion deac	sline has been improved.		

ity		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021 Achieved		PROGRESS OF IMPLEMENTATION	OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED
weasure						Partially achieved	Completed	Partially completed	Not completed		REALISAT
	Activity/sub-activity					Not achieved			• • • • •		
P4M4A3	ic procurement system Institutional strengthening of the public procurement system,	/	Q4 2021	a) Nature and extent of clear user friendly	a), b), d):						1
	including the review set-up			guidelines and instructions standard documents and other tools available to CA and Procurement officials SIGMA Report	procurement system prepared Analysis of the education system of the PPB						
				b) Number of trained procurement officers	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						
				per year c) % of decisions of the State Appeal Commission challenged at the Administrative court and % of Appeal commission decisions cancelled	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.						
		PPB	Q2 2021	 d) Realisation of activities of Component II of IPA 2018 Twinning Project – Strengthening of budget planning, execution and internal control functions 							
	Analysis of the mandate and responsibilities of the institutions involved in the public procurement system	РРВ	Q2 2021				Partially completed: Preparate	on of the analysis is in final phase			
	Analysis of the education system of the Public Procurement Bureau	PPB	Q2 2021				Partially completed: Preparation	on of the analysis is in final phase		Consideration of new possibilities and ways o	of (
	Analysis of the situation, needs and possibilities of using centralized	PPB	Q3 2021				Not completed: The activity is	expected to start in Q3, 2021		redesigning the educational training Start of the activity	(
	procurement Drafting an overall Strategy for development of the public procurement system	PPB	Q4 2021				Partially completed: A working Republic of North Macedonia w prepared.	group for preparation of overall Strate as established. Until June, 3 meetings	gy for the development of the public procurement system in the of the WG were held and a final draft Concept for the strategy was	Developing draft Strategy for the developmen of the public procurement system in the Republic of North Macedonia	nt
	Drafting/updating and approval of guidelines and manuals by PPB	PPB	Q3 2021					on of an Assessment report on existing	public procurement tools and user needs in North Macedonia is in	Improvement of existing and development of	(
	Strengthening the capacities of PPB	PPB	Q4 2021				final phase Partially completed: 2 new em	ployments are realised, as the employ	ment procedures according to 2020 Action plan are finalised in Q1	new auidelines and manuals Realisation of 2021 Action plan	
P4M4A4	Introduction of an E-Appeal system	1	Q4 2021	 a) % of appeals submitted electronically via the e-Appeal system (+ raising trend) 	a) Software for internal management of e- complaints in the State Appeals Commission on public procurement developed		2021				
				b) Introduction of new modules on ESPP c) New Law on Public Procurement and	/		_				
	Development and implementation of interoperability software and a new e-archive in the State Commission for Public Procurement Appeals	SAC	Q4 2021	bylaws			archive, the system of legal prot	ection of public procurement, the com	appeals processing system for improvement of the electronic plete electronic system for interoperability, and the development of d the process in the following period will continue with their		
P4M4A8	E-Marketplace for small value procurement and e – catalogues		Q2 2021		Software for e-marketplace for small value procurement and e-catalogues developed						
	Development of software for e-marketplace for small value procurement	PPB	Q4 2021				Partialy completed. PPB and t	he contractor engaged actively to deve	lop the concept of e-marketplace for small value procurement,	Finishing modules, pilot project	Sept
Maating DDD and	and e-catalogues						including design and functions	of the system.			Uctob
	Establish/upgrade/unify and publish register of PPPs	Ministry of Economy (ME)	Q2 2022	Comprehensive, timely and reliable data on concluded agreements for the establishment of a public-private partnership	Adopted Law on Public Private Partnership						
	Preparation of the Draft Law on Public Private Partnership	ME	Q1 2021				EU Twinning Project. Apart from trainings, as well as the prepara tables and the text of the draft la from the EC and SIGMA. The te	a assisting in the preparation of a new tion of a technical specification for the w have been sent to Brussels for com at of the law has been published on El	ang drafted with the technical assistance of the World Bank and the kay, the project also includes preparation of bylaws, manuals, establishment of a Unified Electronic PPP system. Correspondence met and have been menoived following the comments received KEP, opnions have been neceived from the CSD sector and other ization of the text with the comments and remarks received is	the governmental procedure for adoption in	Q3
	Preparation of bylaws	ME	Q4 2021				Partially completed. The work the bylaws in order to achieve for	ing group with the assistance of exper III harmonization with the EU legislatio	is from the World Bank will continue with the activities for drafting n	Continuation of the process of drafting bylaws supported by technical assistance from the World Bank	s Q
	Preparation of draft specification for upgrading / establishing a single electronic system for public-private partnership	ME	Q2 2022				awarding agreements related to	technical specifications for the module the establishment of a public-private p a register of concluded agreements we	s needed to ensure implementation of the overall procedure for armership from the announcement to the conclusion of the re prepared.	Preparation of the final version of the draft specifications	Q
	Implementation of the overall procedure for adoption of the Law on Public Private Partnership by the Assembly of the Republic of North Macedonia	ME	Q2 2021				Not completed. This activity wi	Il start after the finalization of the text o	f the law and its adoption by the Government		Q4

		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021		PROGRESS OF IMPLEMENTATION	OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED OF
3		INSTITUTION				Achieved	6 1/1				REALISAT
	Activity/sub-activity					Partially achieved Not achieved	Completed	Partially completed	Not completed		
P4M5A2	Establish/upgrade/unify and publish register of concessions	MoF	Q4 2022								
	Amendment of the act for systematization of the Ministry of Finance in order to give competencies for establishing and maintaining a register for concessions	MoF	Q2 2021						nended to assign competencies for establishing and maintaining a ion of the activities and sub-activities related to the activity		
	Trainings for the employees of the Ministry of Finance in the field of concessions	MoF	Q4 2022								
	Preparation of technical specification for electronic register of concessions	MoF	Q2 2022								
	Preparation of a bylaw on the form and content of the electronic register of concessions	MoF	2022								
P4M5A3	Harmonisation of legislation in line with relevant EU Acquis	Ministry of Economy (ME) MoF	Q4 2021	Level of compliance with EU legislation	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)						
	Preparation of a Draft Law on Public-Private Partnership	ME MoF	Q1 2021				EU Twinning Project. Apart from trainings, as well as the preparat tables and the text of the draft law from the EC and SIGMA. The text	assisting in the preparation of a new la ion of a technical specification for the er whave been sent to Brussels for comment of the law has been published on ENE	ng drafted with the technical assistance of the World Bank and the w. the project lass includes preparation of bylaws, manuals, stabilishment of a Unified Electronic PPP system. Correspondence et and have been harmonized following the comments received ER, opinions have been received from the CSO sector and other cation of the test with the comments and remarks received is	the governmental procedure for adoption in	Q3
	Implementation of the overall procedure for adoption of the Law on Public Private Partnership by the Assembly of the Republic of North Macedonia	ME MoF	Q2 2021				Not completed. This activity will	I start after the finalization of the text of t	the law and its adoption by the Government		Q4
	Trainings for PPP at central and local level	ME	Q1 2021				Completed. Trainings were con	ducted at central and local level.			
	Preparation of bylaws	ME	Q4 2021					ing group with the assistance of experts Il harmonization with the EU legislation	s from the World Bank will continue with the activities for drafting	Continuation of the process of drafting bylaws supported by technical assistance from the World Bank	
	Preparation and adoption of Draft Law on Concessions for goods of general interest	ME	Q4 2021					ersion of the draft Law on concessions l ing group is being established, which s	for goods of common interest has been prepared by the Ministry o hould proceed finalising the draft Law.	f Set-up a working group	
al Govornmo	nt Accounts established in accordance with ESA 2010 and made avai	lable for policy ma	kore		ļ						-
P4M6A1	Strengthening of human capacities that will bear the burden of the activities planned	State Statistical Office	Q4 2021	 a) Number of persons employed in the relevant area 	See P1M3A4						1
	Initiation of a new employment procedure	State Statistical Office	Q4 2021	i dievanit alea			Not completed. The activity is n	ot completed due to lack of funds for re	alization of the employment plan for 2021	Prepare and implement new employment plan of the SSO for 2021.	n 2
P4M6A2	Assessment of the availability and quality of data necessary for production of Government Finance Statistics on quarterly level	State Statistical Office	Q4 2021	a) % of available data for production of quarterly GFS	60%					or the 330 for 2021.	
	Analysis of available data sources for preparing government financial statistics on a quarterly basis - Fiscal data for versitues and expenditures from the Ministry of Finance for central and local government and social security funds - Contral and local government and a from the Central Registry for - Celtisatified institution within - Estimates of methodological and conceptual adjustments in accordance with the methodology of the European System of Accounts 2010	Office	Q4 2021				and discussion concerning: ESA		imental calculation based on the existing information. Presentation methodology and timetable; Meeting with Ministry of finance,	Improvement of the availability and quality of data necessary for production of Government Finance Statistics on quarterly level	
	Preparation of a Memorandum of Understanding on Government Financial Statistics	State Statistical Office	Q4 2021								

Priority Measure			RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021	F	ROGRESS OF IMPLEMENTATION OF ACTIVITIES/SUBACTIVITIES	NEXT STEPS	EXPECTED TIME
Measure			INSTITUTION				Achieved Partially achieved	Completed	Partially completed Not completed		REALISATION
		Activity/sub-activity					Not achieved	Compieted	Partiany completed Not completed		
	P4M6A3	Development of a capacity for implementing of methodology for calculation of General Government Accounts	State Statistical Office	Q4 2021	a) Number of staff trained	3 persons trained					
		Current training of staff through training and missions that are conducted in SSO	State Statistical Office	Q4 2021				Partially completed. SSO staff and	e regularly trained; the activity is ongoing.	3 persons need to be trained	2021
	P4M6A4	conducted in SSO Comprehensive, timely, and reliable reporting of quarterly general government accounts	State Statistical Office	Q4 2021	a) % of quarterly general government accounts compiled	60%					
-		Compilation of Table 801 (in accordance with ESA 2010 Transmission Program) and Table 25	State Statistical Office	Q4 2021				Partially completed. The activity	is ongoing.	Development of comprehensive, timely, and reliable reporting of quarterly general	2021
		Achieve consistency with Table 2, Table 9 and NTL (National Tax List), Table 25 and EDP Notification Tables	State Statistical	Q4 2021						government accounts	
	P4M6A5	Calculation of quarterly General Government Accounts	Office State Statistical Office	Q4 2021	a) % of quarterly general government accounts compiled	60%					
L		Processing of fiscal data for the government sector on quarterly basis	State Statistical Office	Q4 2021				Partially completed. The activity	is ongoing.	Starting of calculation of quarterly General Government Accounts	2021
		Preparation of correspondence table between national and ESS 2010 methodology ("bridge" table)	State Statistical Office	Q4 2021							
		Preparation of quarterly non-financial sector account for the government	State Statistical	Q4 2021							
		sector on an experimental basis Analysis of the quality of the obtained data	Office State Statistical Office	Q4 2021							
Ī	P4M6A6	To make quarterly General Government Accounts available for users	State Statistical Office	Q4 2021	a) Preparedness of transmission tables	/					
L		Assessment of the possibility after data validation to be published on	State Statistical	Q4 2021				Not completed. The activity is not	started yet.	After validation of data by Eurostat, data will	2021
		SSO website	Office							be available for users.	
P4M7 Streng		stical services Strengthened capacity on using standard IT tools for data	State Statistical	Q1 2022	a) Number of new data processing IT tools	12 new tools		Partially completed.		Continuation of the activites under the project	2021
-		processing of survey data Outsourced software development of IT system, maintenance and	Office State Statistical	Q1 2022	adopted and implemented a) % of developed and tested modules of	IT system design		1. SSO purchased equipment -	nardware, and it has been installed in SSO.	Improving the Production and Dissemination of Statistics. Part of the purchased equipment	2021
-		support Strengthening the human capacities (number of staff and skills)	Office State Statistical	Q4 2021	the system Number of SSO staff trained	IT staff (15-20 persons) and SSO users		2. The work in this area continu	es with experts from the project.	is planned for the Disaster Recovery Center in Prilep, which is under the Mol. However, this	2021
	1 411/20	that will bear the burden of the activities planned	Office	442021		(around 100 persons)				equipment is not installed there yet, because Mol has not given any instructions so far.	2021
										There is a risk of expiration of the varanty period, before the equipment is installed there.	
										period, before the equipment is installed there.	
P5 Transpare	nt Governme	ent Reporting ancy through government reporting									
57	P5M1A1	Publishing additional data on the MoF website	MoF	Q4 2021	New fiscal information published	New fiscal data published		_			
					New organizational data structure that is new and improved user interface	Created and set up a New website of the Ministry of Finance					
L		Preparing and publishing additional data	MoF	continuously					are published in the fiscal strategy; publishing data on revenues and expenditures of the public	Continuous publication of new data	
				during the programme				enterprise and state-owned compa government fiscal table) on a quar	nies at the enterprise level on a quarterly basis; publication of local government budget execution (loca terly basis.		
	P5M1A2	Portals for increased fiscal transparency	MoF	Q4 2021	Publishing of Citizen's 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)					
					Available public debt data	on LSG in Open Finance Public debt data released in open finance		-			
		Publishing Citizens Budget	MoF	continuously				http://budget.finance.gov.mk/#			
				(after adoption of budget/							
				supplementary budget)							
		Web tool for tracking the execution of capital expenditures by budget	MoF	continuously (monthly				https://kapitalni-rashodi.finance.gov.	mk/?lang=english		
		Publication data on the Open Finance portal	MoF	update) continuously				https://open.finance.gov.mk/en/hom	A		
			mor	(15-day update)					-		
P6 Internal Co P6M1:Improve	ontrol ed PIFC (FM	C and IA) legislation and methodological framework)									
	P6M1A1	Preparing the new PIFC legislation		Q4 2021	a) New PIFC Law b) New rulebooks for Financial	a) PIFC Law prepared and adopted b) Rulebooks for FMC prepared				_	
					Management and Control (FMC)	b) Relabours for the prepared					
						c) Rulebooks for IA prepared					
					d) New FMC Manual e) New IA Manual					_	
		Adoption of the PIFC law by the Parliament	MoF - CHU	Q1 2021				Partially completed. The draft lar	v on PIFC has been submitted to the Assembly for adoption.	Realization of the procedure for adoption by the Parliament	Q1 2021
		Preparation and adoption FMC rulebooks	MoF	Q2 2022				Partially completed. Drafts have	been prepared for some of the FMC regulations.	Adoption of the FMC rulebooks	2021
	Balling	Preparation and adoption IA rulebooks	MoF	Q2 2022		0		Partially completed. Drafts have	been prepared for some of the IA regulations	Adoption of the IA rulebooks	2021
	P6M1A2	Promoting the concept of public internal control system to the managers of the entities of the central and local level		Q4 2021	a) Number of promoted institutions	2					
F		Creation of network of institutions for exchange of experiences	MoF	Q4 2021				Not completed. The activity is pla	nned to start in Q3 2021. Activity will be completed after adoption of new PIFC Law.	Continuation of relevant activites planned under the IPA Twinning project	Q4 2021

Priority		RESPONSIBLE	DEADLINE	INDICATOR	INDICATOR TARGET 2021	INDICATOR OUTTURN 2021	_	PROGRESS OF IMPLEMENT	TATION OF ACTIVITIES/	SUBACTIVITIES	NEXT STEPS	EXPECTED TIME OF
Measure						Achieved Partially achieved	Completed	Partially completed		Not completed		REALISATION
P6M2:Strengthened	Activity/sub-activity Idministrative capacities on central and local level on FMC and IA					Not achieved						
P6M2	A1 Establishing system of continuous training and on the job training	MoF	Q4 2021	a) Public Finance School established	a) /							
				trainings for FMC and IA	 b) Rulebooks for continuous trainings for FMC and IA prepared 							
				 c) Adoption of Rulebook for training and exam for certification of internal auditors 	 c) Rulebook on Training and Examination for Certification of Internal Auditors prepared 							
	Conducting assessment with recommendations for manner of	MoF	Q2 2021	d) Organised trainings and exams	d) /					consultation process is over. The collection of		
	organisation of Public Finance School;						opinions from the competent ins	titutions is in progress.	en prepared. The public	consultation process is over. The collection of		
	Preparation and adoption of Rulebooks for continuous trainings for FMC and IA;	MoF	Q2 2022				Not completed. Rulebooks will	be prepared in Q4.			Continuation of relevant activites planned under the IPA 2018 Twinning project	Q4 2021
	Preparation and adoption of Rulebook for training and exam for certification of internal auditors;	MoF	Q2 2022				Partialy completed: Rulebook	for training and exam for certific	ation of internal auditors	s prepared.	Continuation of relevant activites planned under the IPA 2018 Twinning project	Q4 2021
P6M2	A2 Establishing system for supervision of IA and FMC units		Q4 2021	a) Increased human capacities of the CHU								
				for supervision b) Training of the staff	CHU staff b) Supervision training for CHU staff		-					
					assigned to perform supervision tasks							
				c) Implemented supervisions on FMC and IA units	c) Supervisions on FMC and IA units implemented		_					
	Preparation and adoption of amendments to Rulebooks on organisation and operation and on systematisation of working posts of the MoF for	MoF	Q4 2021				Partially completed. Drafted an Finance.	ct for systematization prepared a	and submitted to the Dep	artment of Human Resources of the Ministry of	Preparation and adoption of amended Act for systematisation of the MoF	2021
	assigning new supervision tasks to current CHU staff											
	Conducting training of the staff	MoF	Q4 2021				Not completed. The activity is e	expected to start in Q3, 2021. It	is postponed due to the i	nability to organise trainings with physical		Q4 2021
							presence in conditions of COVIE	D 19 pandemic.				
	Quality assurance through implementation of supervisions on FMC and IA units	MoF - CHU	Q4 2021				Not completed. The activity ha	s not started yet.				Q4 2021
P7 External Control	nd Parliamentary Oversight				I		-					•
P7M1:Improved strai	nd Parliamentary Oversight egic planning and external audit process in line with the ISSAIs A1 Development and implementation of Strategic Plan of SAO	T	Q4 2022	a) Assessment Report on improvement of	a) Implemented Strategic Audit Plan for the							
				audit process as per ISSAI	period 2021 - 2023 in accordance with the Guidelines for Strategic and Annual Audit Planning							
				b) Strategic audit planning process in line	b) Preparation of a new draft Strategy for		-					
				with SAO priorities and resources available	e 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		7					
	Implementation of Guidelines for strategic and annual audit planning	SAO	Q4 2022				Partialy completed, SAO is imp	plementing the 2021 Annual We	ork Program, that was pre	pared based on the Strategic Audit Plan 2021 -	SAO is executing the 2021 Annual Work	December 2021
							2023 and in accordance with the goals of the State Audit Office for	e adopted Guidelines for Strate	gic and Annual Audit Plar	ning and the Decision for setting audit strategic	Program, which contains 71 audits, out of which 59 regularity (financial and compliance)	
											audits, 9 performance audits, 1 IT audit, 1 compliance audit and 1 thematic audit.	,
	Preparation of draft Strategy for development of the SAO for period of 5	SAO	Q3 2021				Partialy completed. Activities for	or preparation of the draft Strate	gy for development of the	SAO for period of 5 years are envisage in the	Activities for preparation of the draft Strategy	December 2021
	years						Twinning Project (TP)				for development of the SAO for period of 5 years are envisage in the TP until the end of 2021.	
	Preparation of the Annual Work Program of the SAO for 2022, with a	SAO	Q4 2021				Partialy completed.Activities for	or preparation of the of the new	structure of the Annual W	ork Program of the SAO are envisage in the TP.	Activities for preparation of the new structure	December 2021
	new structure										of the SAO Annual Work Program are envisage in the TP to be finished in 2022.	for the SAO 2022 Annual Work
											Preparation of the SAO 2022 Annual Work Program will be done acording the Guideline	Program. 2022 for the the new
											for Strategic and Annual Planning of Audits and other strategic and internal acts of SAO.	structure of the SAO Annual Work
												Program.
D7M4	A2 Assessment of institutional and human resources capacity of SAO	SAO	Q4 2021	Report with recommendations on	Prepared Assessment Report with							
	in order to maintain high quality of audits, in accordance with the relevant legal framework	340	GN 2021	improving the institutional and human resources capacity of SAO in order to maintain high quality of audits	recommendations on improving the institutional and human resources capacity of SAO							
				New State Audit Law	Prepared new State Audit Law		-					
	Preparing new State audit law	SAO	Q4 2021				Partialy completed. Activities for	or preparation of the of the new	State Audit Law are envi	sage in the TP.	Activities for preparation of the new State Audit Law are envisage in the TP, based on	December 2021
											the Assessment report of the legal framework of external audit with proposals on achieving	
											SAO's constitutional independence and enhancing financial and operational	
											independence that was prepared under the	
	Development of analysis report with proposals on improvement of the organizational structure and human resources capacity	SAO	Q3 2021				Partialy completed. Activities for resources capacity are being im	or preparing analysis report with	proposals on improvem	ent of the organizational structure and human	Activities for preparing analysis report with	December 2021
	organizational structure and numari resources capacity						resources capacity are being im	prementeu unuer menter.			proposals on improvement of the organizational structure and human resources capacity have already started under the TP	5
											and is expected to be finished until the end of	
											2021.	

Priority RESPONSIBE Indexerve RESPONSIBE Indexerve RESPOnsibility INDICATOR INDICATOR OLITURN 021 PROGRESS OF IMPLEMENTATION OF ACTIVITIES/SUBACTIVITIES Index retring to the sub- integration of the sub- integratintegratis andintegration of the sub- integration of the sub- int		EXPECTED TIME OF REALISATION
Improved administrative capacity for performance audit Q4 2022 a) Revised methodology acts for improved orformance audit Not achieved P/M1A3 Improved administrative capacity for performance audit Q4 2022 a) Revised methodology acts for improved orformance audit Developed methodology acts for or CE U funds and fraud and irregularities · · · · · · · · · · · · · · · · · · · · · · · · · · · · · · · · · · · ·		REALISATION
P7M1A3 Improved administrative capacity for performance audit O4 2022 (a) Revised methodologi acts for improved (a) (b) Developed methodological acts for audit of EU funds and fraud and irregularities (c) Revised methodologi acts for improved (c) Revised methodologi acts for improved methodologi acts for (c) Revised methodologi acts for (c) Revised methodological acts for (c) Revi		
b) Developed methodological acts for of EU funds and fraud and imegularities interestingties b) Developed draft methodological acts for audit of EU funds and fraud and interestingties C Revised methodology acts for improved addit O Revised methodological acts for addit O Revised methodological acts for improved methodological acts for improved methodological acts for O Revised methodological acts for improved methodological acts for		
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IT audit IT audit d) Revised methodological acts for d) Improved methodological acts for improved conducting follow-up of the given		
improved conducting follow-up of the given conducting follow-up of the given		
Image: Note of the methodological acts for conducting performance audit recommendations from the audit recommendations from the audit Partialy completed. Activities for further development and improvement of the methodological acts for conducting performance audit Fund activity performance audit SAO Q4 2021 Conducting performance audit Partialy completed. Activities for further development and improvement of the methodological acts for conducting performance audit	audit are Activities for further development and improvement of the methodological acts for	December 2021
conducting performance auoit	improvement or the methodological acts for conducting performance audit have already started under the TP and is expected to be finished until the end of 2021.	
Development of draft methodological acts for audit of EU funds and fraud and irregularities of draft methodological acts for audit of EU funds and fraud and irregularities are envisaged in the Twinning Project.	Activities for development of draft methodological acts for audit of EU funds and	December 2021
	fraud and irregularities are envisage in the TP until the end of 2021.	
Further development and improvement of methodological acts for SAO Q4 2021 Conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for conducting for further development and improvement of methodological acts for the activity for commendations for a change in the existing methodological acts for the and improvement of activity for commendations for a change in the existing methodological acts for the and improvement of activity for commendations for a change in the existing methodological acts for the and improvement of activity for commendations for a change in the existing methodological acts for the and improvement of activity for commendations for a change in the existing methodological acts for the and improvement of activity for commendations for a change in the existing methodological acts for the and improvement of activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing methodological acts for the activity for commendations for a change in the existing met	ollow-up	
Further development and improvement of methodological acts for SAO Q4 2021 Partially completed. Activities for further development and improvement of methodological acts for conducting IT audit are being	Activities for further development and	December 2021
conducting IT audit	improvement of methodological acts for conducting IT audit have already started under the TP and is expected to be finished until the end of 2021.	
P7M2 Improved scrutiny over the budget by the Pariament P7M2 Improved scrutiny over the budget by the Pariament P7M2 Improved scrutiny over the budget by the Pariament P7M2 Improved scrutiny over the budget by the Pariament P7M2 Improved scrutiny over the budget by the Pariament scruting s		
lo mului cooperation between SAD and Parliament benchmarked on legal ramework of SAD and begal ramework of the legal ramework of the		
audit reports and review of audit reports		
b) Memorandum of understanding between the SAO and the Assembly or signed with the Assembly of RNM for review of audir reports review of the audir reports		
c) Action plan for improved cooperation Prepared Action Plan for improving		
between the Assembly and the SAO for the Cooperation between the Assembly reviewing the audit reports and the SAO for reviewing the audit		
reports		
Properation of Assessment report with proposals on legal framework of SAO and Assembly for submission and review of add reports are encisigned in the Twinning Properties. C SAO and Assembly for submission and review of add reports are encisigned in the Twinning Properties.	Activities for preparation of assessment report with proposals on legal framework	December 2021
	of SAO and Assembly for submission and review of audit reports are envisage in the	
	TP until the end of 2021.	
Preparation of a Memorandum of understanding between the Assembly and the SAO of preparation of a Memorandum of understanding between the Assembly and the SAO for review of audit reports inplemented under the Twinning Project, high level delegations of the SAO of Review of audit reports the SAO effective of audit reports inplemented under the Assembly and the SAO effective of audit reports in the Assembly and the SAO effective of audit reports in the Assembly and the SAO effective of audit reports in the Assembly and the Assemb	e SAO donia and	
the SAO of Republic of Creates participated on a meeting with the Prevalence of the Republic of North Macedonist present a dark Menoradam of Understanding between the Assembly and the Assembly and the Assembly and the SAO.	to and the second s	
Persparation of an Action Plan for Improving the Cooperation between the Assembly and the SAC	O for Activities for preparation of an Action Plan	
Assembly and the SAO for reviewing the audit reports are envisage in the Twinning Project.	for Improving the Cooperation between the Assembly and the SAO for reviewing the	e
	audit reports have already started under the TP and is expected to be finished in	
	2022.	
PTAZA Training needs assessment (TNA) carried out and Training plan elaborated for members of Parliament (TNA) carried out and Training needs assessment (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) parliament administration and MP's Prepard fiche for a new twinning project (TNA) p		
PYM2A2 Praining needs assessment (TNA) carried out and Training plan O4 2022 (a) Report on training needs assessment (TNA) parliament administration and MPPs in assessing the audit reports Prepared fiche for a new twinning project		
elaborated for members of Parliament (TNA) parliament administration and MP's		
elaborated for members of Parliament (TNA) parliament administration and MP's in assessing the audit reports b) Training plan elaborated for members of Parliament Parliament	orts and Activities for preparation of a Training Plan for	2022
elaborated for members of Parliament IVA) parliament administration and MP's in assessing the audit reports IVA) parliament administration and MP's in assessing the audit reports IVA) parliament administration and MP's in assessing the audit reports •) Training Plan elaborated for members of Preparation of a Training Plan for MPs and parliamentary administration regarding the audit reports and preparation for the debate on the audit reports SAO O1 2022 • Preparation of a Training Plan for MPs and parliamentary administration regarding the audit reports Parliably completed. Activities for preparation of a Training Plan for MPs and parliamentary administration regarding the audit regarding the audit reports and preparation for the debate on the audit reports are envisage in the Twinning Project.	MPs and parliamentary administration	
elaborated for members of Parliament (TNA) parliament administration and MP's in assessing the audit reports in a second to a training Plan for MP's and parliamentary administration reporting the audit reports in a second to a training Plan for MP's and parliamentary administration reporting the audit reports in a second to a training Plan for MP's and parliamentary administration reporting the audit reports in a second to	ports and Activities for preparation of a Training Plan for MPs and partiamentary administration Activities for review of the Manual et the TP er v2022.	2022