

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY	
Priority 1: Improved Fiscal Framework	
INDICATORS	TARGET FY18
Establishment of Fiscal Council	/
Variance between tax revenue outturn and original budgeted	less than 9%
% of indicators and improved quality of statistical data produced	80%

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M1: Formulation, adoption and implementation of fiscal rules						
ACTIVITY Activity 1 (P1M1A1): Designing of fiscal rule and adoption of the fiscal rule legislation						
DELIVERABLES Fiscal rule legislation adopted						
INDICATORS Draft Fiscal rules design Adoption of the fiscal rule legislation				TARGET FY 2018 Fiscal rules designed Fiscal rules legislation adopted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Designing of fiscal rule and adoption of the fiscal rule legislation	Q1 2018	Q4 2019				
SUB-ACTIVITY						
Analysis of the already given recommendation and data collected for the fiscal rules	2017	2018	Ministry of Finance	None	EUR 13,000	National budget

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<p>Consultation with the services of the European Commission and international financial institutions on developing the concept for application and follow-up of fiscal rules</p>	<p>Q1 2018</p>	<p>Q4 2018</p>	<p>Ministry of Finance</p>	<p>EU, IMF, WB foreign and local experts</p>	<p>EUR 27,000 EUR 10,000</p>	<p><u>Donor funded</u> In phase of negotiating with potential donors for working of the budget legislation in line with the improvements of the PFM System, mapping of all working processes in PFM and technical specification of IFMIS. In this regards fiscal rules will be part of this project IMF Technical mission of short-term expert for fiscal rules - february 2018</p>
<p>Legal changes for institutionalizing the Fiscal Council (In phase of negotiating with potencial donors for working of the budget legislation in line with the improvements of the PFM System, mapping of all working processes in PFM and technical specification of IFMIS. In this regards fiscal rules will be part of this project (year, experts and budget as written above))</p>	<p>2018</p>	<p>2019</p>	<p>Ministry of Finance</p>	<p>Assembly</p>	<p>0* *operating costs of the Fiscal Council (after it becomes operational in 2019) are estimated at EUR 165,000 yearly</p>	<p><u>National budget</u></p>
TOTAL:						<p>EUR 50,000</p>
						<p>MKD 3,075,000</p>

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M2: Strengthening of forecasting						
ACTIVITY Activity 1 (P1M2A1): Reorganization of organisation structure and responsibilities in charge of revenues projections						
DELIVERABLES						
INDICATORS Adoption of new systematization with clear role of responsibilities for tax and non-tax revenue projections				TARGET FY 2018 Systematization adopted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	ENDqq /yy			BUDGET	SOURCE
Reorganization of organisation structure and responsibilities in charge of revenues projections	Q1 2018	Q4 2018				
SUB-ACTIVITY						
Analysis of the current process of revenue projections based on the best practices in the EU member countries and recommendations for their improvements - Twinning project "Strengthening the medium term budgeting for effective public financial management" 2015-2017	Q1 2018	Q4 2018	Ministry of Finance departments	/	EUR 8,700	National Budget
					TOTAL:	EUR 8,700
						MKD 535,000

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M2: Strengthening of forecasting						
ACTIVITY Activity 2 (P1M2A1): Strengthening the capacities for tax revenue planning						
DELIVERABLES						
INDICATORS a) Employment of sufficient staff for tax revenue projections				TARGET FY 2018 /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the capacities for tax revenue planning	Q4 2018	Q4 2019				
SUB-ACTIVITY Start of procedure of recruiting new staff for tax revenue projections	Q4 2018	Q2 2019	Ministry of Finance departments	/	EUR 12,000	National budget
					TOTAL:	EUR 12,000
						MKD 738,000

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PRIORITY Priority 1: Improved Fiscal Framework						
MEASURE P1M2: Strengthening of forecasting						
ACTIVITY Activity 4: Further development of the macroeconomic model						
DELIVERABLES Improved macroeconomic model						
INDICATORS a) Revision of methodology of the model's supply side b) Inclusion of new quarterly national accounts time series in the model				TARGET FY 2018 Methodology revised		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Further development of the macroeconomic model	Q3/2018	Q4/2018	MoF		- EUR 2,000 for software - EUR 3,500 for STE mission assumed	- National Budget for software - EU-TAIEX for STE mission
					TOTAL:	EUR 5,500
						MKD 338,000

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

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 1: Implementation of the project activities foreseen in the PROs Modernisation Programme (including reengineering of business processes, new Tax Integrated IT system)						
DELIVERABLES New software New hardware						
INDICATORS a) E-submission of the “Calculation for all personal income payments (except the payments of salary)” b) Issuing pre-populated Annual Tax Return by PRO c) Improved Contact Centre and Tax Counters Services d) Re-engineered business processes for the new tax integrated IT system e) New tax integrated IT system HARDWARE f) New tax integrated IT system SOFTWARE g) Quality Assurance technical support for implementation of the new integrated IT system, provided for PRO h) Risk Evaluation System – RES for tax audit				TARGET FY 2018 a) “To-Be” business process and new software, developed, tested and introduced b) “To-Be” business process and new software, developed and tested c) IT equipment for strengthening the capacity of the PRO – Contact Centre/Call Centre delivered d) Prepare and deliver a Business Process Modeling (BPM2) showing global scheme of business processes which should be re-engineered and integrated in the new IT system (“TO-BE” system) e) Technical Specification prepared f) Technical Specification prepared g) Technical Specification prepared h) Risk Evaluation System – RES Software developed and implemented		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Implementation of the project activities foreseen in the PROs Modernisation Programme (including reengineering of business processes, new Tax Integrated IT system)	Q1 2016	Q4 2021				

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SUB-ACTIVITY						
Introducing E-submission of the “Calculation for all personal income payments (except the payments of salary)“	Q4 2016	Q4 2019	PRO	MoF	EUR 4,800	National Budget
Introducing Pre-populated Annual Tax Return by PRO					EUR 93,730	FWC IPA I 2012
Supply of IT equipment for upgrade of the e-tax system and for the Project “Simplification of procedures for reporting and payment of Personal Income Tax for taxpayer – individuals	Q4 2016	Q4 2018	PRO		EUR 631,353	National Budget
Improving the Contact Centre and Tax Counters Services (supply of IT equipment for strengthening the capacity of the PRO – Contact Centre/Call Centre)	Q4 2014	Q4 2019	PRO	/	EUR 229,675	Supply Contract IPA II / EUIF 2014
Strengthening of PRO staff and new recruitments (35 new recruitments = 282.240 €; 70 new reassignments = 99.120 €)	Q1 2018	Q4 2018	PRO	MoF	EUR 381,360	National Budget
Development and re-engineering of business processes for the new tax integrated IT system (prepare and deliver a Business Process Modeling (BPM2) showing global scheme of business processes which should be re-engineered and integrated in the new IT system (“TO-BE” system): supply - BMP software and licenses; Technical Specification for New tax integrated IT system hardware and software and for quality assurance - technical support for implementation)	Q4 2017	Q4 2019	PRO	MoF/MISA	EUR 299,766	FWC IPA II / EUIF 2014
Establishment of new Data IT System Centre (secured location premises; design services and project supervision = 2000€; Works Contract 50.000 €)					EUR 25,000	National Budget
Upgrade of current PRO IT sub-systems and equipment, maintaining, licenses etc. (upgrade and maintenance of e-Personal Tax system including registration, submission of calculation, control and data transfer for salary payments = 194.489 €; upgrade and maintenance of e-Tax system = 113.452 €; upgrade of tax accounting system = 81.037 €)	Q1 2018	Q4 2019	PRO	/	EUR 52,000	National Budget
	Q1 2018	Q4 2019	PRO	/	EUR 388,978	National Budget

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Development and introducing Risk Evaluation System – RES in PRO.	Q1 2017	Q4 2019	PRO		EUR 360,000	Donations by Austrian development agency and wedoIT-solutions GmbH, Austria according to Donation contract 23-4606/2 od 14.06.2017
TOTAL:						<u>EUR 2,466,662</u>
						<u>MKD 151,699,600</u>

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 2: Strengthening operational capacities of CARM to increase the quality of controls and responses and introducing further simplification of procedures						
DELIVERABLES New software New hardware						
INDICATORS a) Number of decisions to use simplified procedures increased i) Master Plan to overcome gaps and needs prepared ii) Action Plan and technical specification prepared iii) Number of trained customs officers and teconomic operators according the Plan				TARGET FY 2018 /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening operational capacities of CARM to increase the quality of controls and responses and introducing further simplification of procedures	Q1 2016	Q4 2021				
SUB-ACTIVITY						
Drafting the Twinning Fiche including this component as part of one Twinning Fiche under IPA 2 - 2018	Q1 2018	Q4 2018	Customs Administration	DEU	9,150 EUR (gross salary of 4 employees spending the 10% of their office hours)	National budget
TOTAL:						EUR 9,150
						MKD 563,099

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PRIORITY Priority 2: Revenue Mobilization						
MEASURE P2M2: Improved tax and customs services and procedures						
ACTIVITY Activity 3: Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds and illegal trafficking of goods while facilitating the trade						
DELIVERABLES New software New hardware						
INDICATORS a) No of financial investigations conducted i) Plan to overcome gaps and needs prepared ii) Upgrade of equipment and tools used by the customs officers to implement and enforce enhanced models and methods of controls				TARGET FY 2018 /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introducing enhanced models and methods to strengthen the control system to prevent, detect and fight against customs frauds and illegal trafficking of goods while facilitating the trade	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Analyses of gaps, needs to increase the quality of controls and responses throughout the country and Drafting this component as part of one Twinning Fiche under IPA 2 - 2018	Q1 2018	Q4 2018	Customs Administration	DEU	0* <u>*costs are included under the budget for activity P2M2A2</u>	National budget
						0

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PRIORITY	
Priority 3: Planning and Budgeting	
INDICATORS	TARGET FY 2018
Budget deficit reduction as % from previous year	/
Share of first level budget organisations that provide comprehensive performance information and programme indicators with their annual budget requests	0%
% deviation between annual budget of year N+1 with MTBF projections year N % deviation between annual budget of year N+2 with MTBF projections year N	up to 10% up to 15%
EDP notification tables prepared in accordance to ESA 2010	25%

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M1: Upgraded programme based budget approach and improved project information						
ACTIVITY Activity 1: Implementation of the proposed program based budgeting approach						
DELIVERABLES PIMA Report						
INDICATORS a) Improvement of methodology and guidelines for new programme budgeting b) Trainings for programme budgeting conducted c) % of budget users applying new classification				TARGET FY 2018 a) / b) Trainings conducted c) 0		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Implementation of the proposed program based budgeting approach	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Strengthening the capacities of the Ministry of Finance and the budget users for appropriate implementation of budget programmes	2018		Ministry of finance and budget users	Foreign and domestic experts	EUR 40,000 EUR 10,000	National budget IMF short term mission 2017
Process analysis, monitoring and control of programme budgeting	2018		Ministry of finance and budget users		EUR 80,000	Donor funded In phase of negotiating with potential donors for working of the budget legislation in line with the improvements of

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Identify recommendations for improvement programme base budget	2017	2018	Ministry of finance	IMF expert - TA mission held in December 2017 for Organic budget law foreign and domestic experts		the PFM System, mapping of all working processes in PFM and technical specification of IFMIS. In this regards budget program classification will be part of this project. Concept for monitoring of programme budgeting will be developed.
TOTAL:						EUR 130,000
						MKD 7,995,000

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M1: Upgraded programme based budget approach and improved project information						
ACTIVITY Activity 2: Conduct Public Investment Management Assessment (in collaboration with IMF)						
DELIVERABLES PIMA Report						
INDICATORS Report from the conducted assessment				TARGET FY 2018 Report prepared 2019		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/y y			BUDGET	SOURCE
Conduct Public Investment Management Assessment (in collaboration with IMF)	Q1 2018	Q4 2018				
SUB-ACTIVITY						
Engagement of the team for the assessment	end 2018/19	2019	Ministry of finance and other relevant institutions that have capital projects	IMF	EUR 300,000	<u>Donor funded</u>
Meetings and cooperation with all relevant institutions	end 2018/19	2019	Ministry of finance and other relevant institutions that have capital projects	IMF		

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Providing data and documents	end 2018/19	2019	Ministry of finance and other relevant institutions that have capital projects	IMF		
TOTAL:						EUR 300,000
						MKD 18,450,000

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PRIORITY Priority 3: Planning and Budgeting						
MEASURE P3M3: Revised Organic Budget Law in line with the improvements of the PFM system						
ACTIVITY Activity 1: Preparation and adoption of new/revised organic budget law						
DELIVERABLES New organic budget law						
INDICATORS New organic budget law prepared				TARGET FY 2018 New organic budget law adopted		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparation and adoption of new/revised organic budget law	Q1 2017	Q4 2018				
SUB-ACTIVITY						
Analyses of the current data, documents and proposals provided by the IPA project	2017	2018	Ministry of finance	IMF expert - TA mission: - TA mission held in December 2017 - short TA mission- in February 2018 foreign and domestic experts	EUR 30,000 EUR 105,000	<u>National budget</u> <u>Donor funded</u> In phase of negotiating with potencial donors for working of the budget legislation in line with the improvements of the PFM

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Preparation of a new/revised organic budget law IMF expert- TA mission- held in December 2017	2017	2018	Ministry of finance	IMF expert- TA mission foreign and domestic experts		system, mapping of all working processes in PFM and technical specification of IFMIS
Consultation with all relevant departments in the MoF IMF expert- TA mission- held in December 2017	2017	2018	Ministry of finance	IMF expert- TA mission foreign and domestic experts	EUR 10,000* *same mission and cost under P3M1A1 EUR 5,000	<u>IMF short term mission 2017</u> <u>IMF short term mission 2018</u>
Adoption of a new/revised organic budget law		2018	Assembly		/	
TOTAL:						EUR 140,000
						MKD 8,610,000

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PRIORITY	
Priority 4: Budget Execution	
INDICATORS	TARGET FY 2018
Introduction of new modules	/
% of budget users electronically connected to new IT system	/
Extent of alignment of the PPL to EU Acquis and Directives	Legislation and regulations are fully aligned with the EU acquis
Average No of tenderers per tender	2.97 / Annual Report of Public Procurement Bureau
Percentage of first line budget users audited by SAO with irregularities detected on non compliance with the PP regulations	Reports of SAO
Ratio of solved out of received appeals	Minimum 90 % cases solved
Extent of use of modern procurement techniques and methods (E-Marketplace for small value procurement and e - catalogues)	0
Percentage of complaints rejected by SAC	Depends
% of appeals submitted electronically via the e-Appeal system (+ raising trend)	0
% of available EU compliant macroeconomic indicators	30%
% of indicators produced	0%
% of statistical processes covered by re-engineered IT system for statistical production	15%

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PRIORITY Priority 4: Budget Execution						
MEASURE P1M1 Implementation of new financial management information system (FMIS)						
ACTIVITY Activity 1: Introduction of IBAN accounts						
DELIVERABLES New rulebook (for using IBAN accounts)						
INDICATORS a) Establishment of working groups b) Preparation and adoption of new rulebook with forms and procedures c) % of transactions processed via new IBAN accounts				TARGET FY 2018 a) Working groups introduced b) New rulebook (for using IBAN accounts) adopted c) 30		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introduction of IBAN accounts	Q1/2018	Q1/2019	Ministry of Finance	NBRM (central bank), KIBS (banks), PRO, Customs, Social funds, Budget Beneficiaries	<u>EUR 21,000</u> <u>EUR 40,000</u>	<u>National budget</u> <u>Donor funded</u>
SUB-ACTIVITY						
Set up joint teams to oversee the development and introduction of the changes affecting each institution	Q1/2018	Q1/2018	Ministry of Finance	NBRM (central bank), KIBS (banks), PRO, Customs, Social funds, Budget Beneficiaries	∕	∕

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Define new rulebook with forms and procedures	Q2/2018	Q3/2018	Ministry of Finance	NBRM (central bank), KIBS (banks), PRO, Customs, Social funds, Budget Beneficiaries	<u>EUR 5,000</u> <u>EUR 30,000</u>	<u>National budget</u> <u>Donor funded</u>
Modify own software to process collection of revenues and payments	Q2/2018	Q3/2018	Ministry of Finance	NBRM (central bank), KIBS (banks), PRO, Customs, Social funds, Budget Beneficiaries	<u>EUR 11,000</u>	<u>National budget</u>
Introduce IBAN accounts gradually	Q3/2018	Q1/2019	Ministry of Finance	NBRM (central bank), KIBS (banks), PRO, Customs, Social funds, Budget Beneficiaries	<u>EUR 5,000</u> <u>EUR 10,000</u>	<u>National budget</u> <u>Donor funded</u>
TOTAL:						EUR 61,000
						MKD 3,751,500

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M2: Strengthening commitment controls						
ACTIVITY Activity 1: Preparation of the report on the timeliness of entering the commitment data						
DELIVERABLES Quarterly report on budget users who failed to report expenditure commitments in a timely manner						
INDICATORS (%) Number budget beneficiaries which corrected their actions/ Number of BB that have failed to report				TARGET FY 2018 50		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparation of the report on the timeliness of entering the commitment data	Q1/2018	Q4/2019	Ministry of Finance	Budget beneficiaries	<u>EUR 8,500</u>	<u>National budget</u>
SUB-ACTIVITY						
Creating register of Budget users who failed to report expenditure arrears in a timely manner	Q1/2018	Q4/2019	Ministry of Finance	Budget beneficiaries	<u>EUR 7,500</u>	<u>National budget</u>
Preparing quarterly reports on budget users who failed to report expenditure arrears in a timely manner and publishing them on the Ministry's website	Q1/2018	Q4/2019	Ministry of Finance	Budget beneficiaries	<u>EUR 1,000</u>	<u>National budget</u>
TOTAL:					EUR 8,500	
						MKD 523,000

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 1 (P4M3A1): Revision of the debt legislation						
DELIVERABLES Public debt legislation amendments adopted						
INDICATORS Adopted amendments to the Public debt law				TARGET FY 2018 Adopted amendments to the Public debt law		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Revision of the debt legislation	Q4 2017	Q4 2018				
SUB-ACTIVITY						
Preparation of the amendments to the Public Debt Law	Q1 2018	Q1 2018	Ministry of Finance	None	MKD 18,750	National budget
Workshop for drafting amendments to the Public Debt Law organised by World bank Treasury under GDRM Program	Q1 2018	Q2 2018	Ministry of Finance	WB, NBRM, SSO	MKD 284,125	WB expert cost will be cover by WB under GDRM Program. The costs related to civil servants participation on the workshop will be covered under the National budget
Adoption of the amendments to the Public debt Law	Q3 2018	Q4 2018	Assembly	None	MKD 3,125	National budget
					TOTAL:	MKD 306,000
						EUR 4,975

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 3 (P4M3A3): Supplementing current risk indicators for refinancing and interest rate risk						
DELIVERABLES new indicators for risk measurement						
INDICATORS New indicators for risk measurement introduced				TARGET FY 2018 /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Supplementing current risk indicators for refinancing and interest rate risk	Q3 2017	Q2 2019				
SUB-ACTIVITY						
Capacity building/ trainings	Q3, 2017	Q2, 2019	Ministry of Finance	WB Treasury	MKD 267,875	WB expert cost will be cover by WB under GDRM Program. Costs related to Mof staff participation will be covered under National Budget
Strengthen the analytical foundation of the debt management strategy	Q4 2018	Q2 2019	Ministry of Finance		MKD 28,125	National Budget
					TOTAL:	MKD 296,000
						EUR 4,813

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PRIORITY Priority 4: Budget execution						
MEASURE P4M3: Strengthening debt management						
ACTIVITY Activity 4 (P4M3A4): Strengthening human capacities						
DELIVERABLES New employees working in debt management issues						
INDICATORS a) number of newly employed staff				TARGET FY 2018 2 new recruitments		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Strengthening the capacities for debt management planning	Q4 2017	Q1 2020				
SUB-ACTIVITY						
Vacancy announcement	Q1 2018	Q1 2020	Ministry of Finance		MKD 450,000	National Budget
					TOTAL:	MKD 450,000
						EUR 7,317

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 1: Streamlining (revision) of the mandate and responsibilities of the institutions involved in the public procurement system						
DELIVERABLES New Law on Public Procurement						
INDICATORS a) Modified competencies of relevant institutions in public procurement in accordance with the analysis according the SIGMA Report b) Number of newly recruited staff				TARGET FY 2018 a) Improved distribution and regulation of central public procurement functions b) 18 new recruitments		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Streamlining (revision) of the mandate and responsibilities of the institutions involved in the public procurement system	Q3 2017	Q4 2017				
SUB-ACTIVITY						
Amendments were made to the Law on Public Procurement ("Official Gazette of the Republic of Macedonia" No. 165/2017) in November 2017, thus abolishing Public Procurement Council	Q3 2017	Q4 2017	MoF_PPB		/	The activity is completed.
New Law on Public Procurement	Q2 2018	Q4 2018	MoF_PPB	SAC	EUR 500	Budget of PPB
Strengthening the capacities of PPB	Q2 2018	Q4 2018	MoF	PPB	EUR 68,300	National budget
TOTAL:					EUR 68,800	
					MKD 4,230,500	

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 2: Harmonisation of the Public Procurement legal framework with the acquis						
DELIVERABLES New Law on Public Procurement						
INDICATORS a) Level of alignment with EU acquis b) Competition rate: - one bid tender (only from electronic procedures)				TARGET FY 2018 a) Legislation harmonised with EU acquis b) 25%		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Harmonisation of the Public Procurement legal framework with the acquis	Q4 2017	Q4 2018				
SUB-ACTIVITY						
First Draft of the new Law on Public Procurement	Q3 2017	Q1 2018	PPB	MoF; SAC	EUR 50,000	SIGMA Technical Assistant
					EUR 7,500	Budget of PPB
Drafting new Law on Public Procurement harmonised with new EU directives	Q1 2018	Q2 2018	PPB	MoF; SAC	EUR 7,500	Budget of PPB
Adoption of the new Law on Public Procurement	Q2 2018	Q4 2018	MoF_PPB	SAC	EUR 2,000	Budget of PPB
					TOTAL:	EUR 67,000
						MKD 4,126,288

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PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 3: Institutional strengthening of the public procurement system, including the review set-up						
DELIVERABLES Clear user friendly guidelines and instructions standard documents and other tools available to CA and Procurement officials						
INDICATORS a) Nature and extent of clear user friendly guidelines and instructions standard documents and other tools available to CA and Procurement officials SIGMA Report b) Number of trained procurement officers per year c) % of decisions of the State Appeal Commission challenged at the Administrative court and % of Appeal commission decisions cancelled				TARGET FY 2018 a) Sufficient recognition in SIGMA Report b) Minimum 300 procurement officers trained for first time c) 10,69% complaints challenged to the next judicial level 20,73% of Appeal commission decisions cancelled		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Institutional strengthening of the public procurement system, including the review set-up	Q2 2018	Q4 2020				
SUB-ACTIVITY						
Drafting the Twinning Fiche including this component as part of one Twinning Fiche under IPA 2 - 2018	Q2 2018	Q1 2019	PPB	MoF	EUR 3,180	Budget of PPB
					TOTAL:	EUR 3,180
						MKD 196,000

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 4: Introduction of an E-Appeal system						
DELIVERABLES New Law on Public Procurement						
INDICATORS % of appeals submitted electronically via the e-Appeal system (+ raising trend) Introduction of new modules on ESPP New Law on Public Procurement and bylaws				TARGET FY 2018 0 No of new modules Adopted Law on Public Procurement and bylaws		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introduction of an E-Appeal system	Q2 2017	Q2 2019				
SUB-ACTIVITY						
Preparing the draft and final specifications by PPB and hired local consultant - Phase 1	Q2 2017	Q4 2017	PPB	WB	<u>EUR 19,450</u>	<u>The activity is completed.</u> <u>World Bank Grant</u>
Adopting the specifications - Phase 1	Q4 2017	Q4 2017	PPB		<u>EUR 1,400</u>	<u>The activity is completed</u> Budget of PPB
Implementing the necessary changes in Law on PP and bylaws - Phase 2	Q2 2018	Q4 2018	PPB	MoF	<u>EUR 1,400</u>	Budget of PPB
Development of new modules - Phase 2	Q1 2018	Q2 2018	PPB		<u>EUR 10,000</u>	<u>World Bank Grant</u>
Implementation of the new modules on the ESPP - Phase 2	Q2 2018	Q3 2018	PPB		<u>EUR 10,000</u>	<u>World Bank Grant</u>
					TOTAL:	EUR 42,250
						MKD 2,602,000

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 5: Development of Integrity-related reports with procurement performance indicators and governance (anti-corruption) red flags						
DELIVERABLES Integrity-related reports with procurement performance indicators and governance (anti-corruption) red flags						
INDICATORS Developed methodological tools for fostering its implementation with aim of more efficient prevention and suppression of irregularities				TARGET FY 2018 Development of "red flags indicators" on ESPP		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development of Integrity-related reports with procurement performance indicators and governance (anti-corruption) red flags	Q3 2017	Q3 2018				
SUB-ACTIVITY						
Preparing the draft and final specifications by PPB and hired international consultant - Phase 1	Q32017	Q1 2018	PPB	WB	<u>EUR 48,000</u>	<u>WB Grant</u>
Adopting the specifications - Phase 1	Q1 2018	Q1 2018	PPB		<u>EUR 2,800</u>	Budget of PPB
Development of new modules - Phase 2	Q1 2018	Q2 2018	PPB		<u>EUR 15,000</u>	<u>WB Grant</u>
Implementation of the new modules on the ESPP - Phase 2	Q2 2018	Q3 2018	PPB		<u>EUR 15,000</u>	<u>WB Grant</u>
					TOTAL:	EUR 80,800
						MKD 4,969,000

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 6: Introducing the obligation to publish the annual public procurement plans						
DELIVERABLES New Law on Public Procurement						
INDICATORS Percentage of published procurement plans of the CA on ESPP Adoption of new Law on Public Procurement which will introduce legal obligation for contracting authorities to publish annual procurement plans				TARGET FY 2018 0% of published procurement plans by CA Adopted new Law on Public Procurement		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Introducing the obligation to publish the annual public procurement plans	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Adoption of new Law on Public Procurement which will introduce the legal requirement to publish the annual procurement plans	Q2 2018	Q4 2018	MoF_PPB	SAC	EUR 980	Budget of PPB
					TOTAL:	
					EUR 980	
					MKD 60,500	

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 7: Publishing of the concluded public contracts and their amendments						
DELIVERABLES New Law on Public Procurement						
INDICATORS Percentage of published concluded contracts and amendments				TARGET FY 2018 100% published public contracts		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Publishing of the concluded public contracts and their amendments	Q4 2017	Q4 2021				
SUB-ACTIVITY						
New module for publishing of the concluded public contracts	Q4 2017	Q4 2017	PPB	Government of RM	EUR 15,000	Budget of PPB for development of ESPP The activity was completed in 2017.
Adoption of a new Law on Public Procurement which will introduce the legal requirement for publishing the awarded public contracts	Q2 2018	Q4 2018	MoF_PPB		EUR 130	Budget of PPB
					TOTAL:	EUR 15,130
						MKD 930,500

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M4: Strengthening public procurement system						
ACTIVITY Activity 8: E-Marketplace for small value procurement and e - catalogues						
DELIVERABLES New Law on Public Procurement New procurement tools: e-marketplace for small value procurement and e-catalogues						
INDICATORS No of recommendations for implementation of new procurement tools: e-marketplace for small value procurement and e-catalogues				TARGET FY 2018 Strategy accompanied with a list of recommendations and best practice scenarios		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
E-Marketplace for small value procurement and e - catalogues	Q1 2018	Q4 2020				
SUB-ACTIVITY						
Technical assistance for development of strategy and recommendations for implementation of new procurement tools: e-marketplace for small value procurement and e-catalogues	Q1 2018	Q2 2018	PPB		<u>EUR 15,000</u>	SAFE Grant World Bank
					TOTAL:	EUR 15,000
						MKD 922,500

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M5: Effective PPP and concessions system						
ACTIVITY Activity 1: Establish/upgrade/unify and publish register of PPPs						
DELIVERABLES Amended Law on Concessions and Public Private Partnership						
INDICATORS Comprehensive, timely and reliable data on concluded agreements for the establishment of a public-private partnership				TARGET FY 2018 Transparency of contracts establishing a public private partnership		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establish/upgrade/unify and publish register of PPPs			Ministry of Economy (ME)			
SUB-ACTIVITY						
Analysis of the possibility and the manner of upgrading the E-auctions system in the ME in the direction of establishing a single system for awarding contracts for establishing a public private partnership, ie a system through which the announcements for awarding this type of contracts will be published, the entire procedure will be implemented and it will finally contain the register of concluded contracts (a sublimated system for awarding contracts for the establishment of a public-private partnership from start to finish)	Q2 2018	Q3 2018	ME	MoF, PPB	<u>EUR 1,200</u>	<u>National budget</u>
Consultation with IT experts and preparation of draft specification for upgrade / establishment of the single electronic system for public private partnership	Q3 2018	Q3 2018	ME		<u>EUR 1,800</u>	<u>National budget</u>
Implement the necessary changes in the law and bylaws	Q4 2018	Q4 2018	ME	PPB	<u>EUR 3,600</u>	<u>National budget</u>
					TOTAL:	EUR 6,600
						MKD 405,900

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 4: Budget Execution						
MEASURE P4M5: Effective PPP and concessions system						
ACTIVITY Activity 3: Harmonisation of legislation in line with relevant EU acquis						
DELIVERABLES Amended Law on Concessions and Public Private Partnership						
INDICATORS Level of compliance with EU legislation				TARGET FY 2018 Adopted amendment to the Law on Concessions and Public Private Partnership		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/y y			BUDGET	SOURCE
Harmonisation of legislation in line with relevant EU acquis	Q4 2017	Q4 2018	Ministry of Economy (ME) MoF			
SUB-ACTIVITY						
Establishment of an inter-ministerial working group to draft the Law Amending the Law on Concessions and Public Private Partnership	Q1 2018	Q1 2018	ME MoF		0	<u>Need for technical assistance from SIGMA</u>

Action Plan for Implementation of the PFM Reform Programme for 2018

Preparation of analysis and concept proposal for amending the Law on Concessions and Public Private Partnership	Q2 2018	Q2 2018	ME MoF	Public Procurement Bureau, Ministry of Finance, Ministry of Transport and Communications, Ministry of Culture, Ministry of Environment and Spatial Planning, Ministry of Agriculture, Forestry and Water Management, Cabinet of the Deputy Prime Minister for Economic Affairs, Secretariat for Legislation, Secretariat for European Affairs	<u>EUR 3,600</u>	<u>National budget</u>
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Action Plan for Implementation of the PFM Reform Programme for 2018

Drafting the Law Amending the Law on Concessions and Public Private Partnership	Q2 2018	Q3 2018	ME MoF	Public Procurement Bureau, Ministry of Finance, Ministry of Transport and Communications, Ministry of Culture, Ministry of Environment and Spatial Planning, Ministry of Agriculture, Forestry and Water Management, Cabinet of the Deputy Prime Minister for Economic Affairs, Secretariat for Legislation, Secretariat for European Affairs	<u>EUR 4.800</u>	<u>National budget</u>
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Action Plan for Implementation of the PFM Reform Programme for 2018

Preparation and adoption of the Law on Amending the Law on Concessions and Public Private Partnership	Q4 2018	Q4 2018	ME MoF	Public Procurement Bureau, Ministry of Finance, Ministry of Transport and Communications, Ministry of Culture, Ministry of Environment and Spatial Planning, Ministry of Agriculture, Forestry and Water Management, Cabinet of the Deputy Prime Minister for Economic Affairs, Secretariat for Legislation, Secretariat for European Affairs	<u>EUR 7,200</u>	
TOTAL:						EUR 15,600
						MKD 959,400

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 5: Transparent Government Reporting	
INDICATORS	TARGET FY 2018
Higher rank in the Open Budget Index	/
Citizen budget published	Citizen's Budget published

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 5: Transparent Government Reporting						
MEASURE P5M1: Improved transparency through government reporting						
ACTIVITY Activity 1: Development and implementation of transparency standards for PFM reporting						
DELIVERABLES Budget documents, Final Account of the Budget and Fiscal Strategy amended with additional data Reports Citizen's Budget						
INDICATORS New fiscal information published			TARGET FY 2018 <ul style="list-style-type: none"> - Quarterly budget execution reports per budget user - Quarterly and semi-annual budget execution reports of the local self-government units - Quarterly reports on budget execution of the general government (consolidated report of the Budget of the Republic of Macedonia and of the budgets of the local self-government units) 			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development and implementation of transparency standards for PFM reporting	Q1 2018	Q4 2021				
SUB-ACTIVITY						
Additional data in budget document	2017	continuously during the programme	Ministry of Finance (MoF)	budget users	<u>EUR 25,000</u>	<u>National budget</u>
Additional data in Final Account of the Budget	2018	continuously during the programme	MoF	budget users		
Additional data in Fiscal strategy	2017	continuously during the programme	MoF	budget users		
Additional data published on the MoF web site	2017	continuously during the programme	MoF			

Action Plan for Implementation of the PFM Reform Programme for 2018

Fiscal transparency evaluation - IMF Mission	first half of 2018	end 2018	MoF and other relevant institutions	IMF	<u>EUR 40,000</u>	<u>Donor funded</u>
TOTAL:						EUR 65,000
						MKD 3,997,500

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 5: Transparent Government Reporting						
MEASURE P5M1: Improved transparency through government reporting						
ACTIVITY Activity 2: Publishing of Citizen's Budget						
DELIVERABLES Budget documents, Final Account of the Budget and Fiscal Strategy amended with additional data Reports Citizen's Budget						
INDICATORS Publishing of Citizen's Budget				TARGET FY 2018 Citizen's Budget published		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Publishing of Citizen's Budget	Q4 2017 Q4 2018 Q4 2019 Q4 2020 Q4 2021	Q4 2017 Q4 2018 Q4 2019 Q4 2020 Q4 2021				
SUB-ACTIVITY						
Preparation and design of the document	2017	continuously during the programme	MoF		<u>EUR 3,500</u>	<u>National Budget</u>
Prepare all procedures for producing and printing the document		continuously during the programme	MoF		<u>EUR 5,000 *</u>	
Publishing the document Citizen's Budget for 2018 published on the Ministry of finance web site	2017	continuously during the programme	MoF		* Estimated amount in a case of publishing the document in hard copy in future	
					TOTAL:	EUR 8,500
						MKD 522,750

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY	
Priority 6: Internal Control	
INDICATORS	TARGET FY 2018
% of implemented internal audit recommendations	43%
% of risk based internal audit coverage of CG+LG	68%
Number of budget users applying decentralized system for managing public funds	46%
Positive Internal audit opinion on performance information submitted by institutions of CG and LG on their programmes (% coverage)	10%
% of programmes audited annually	20%

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 6: Internal Control						
MEASURE P6M1: Improved PIFC (FMC and IA) legislation and methodological framework						
ACTIVITY Activity 1: Preparing the new PIC legislation						
DELIVERABLES a) New PIC Law b) New rulebooks for Financial Management and Control (FMC) c) New rulebooks for Internal Audit (IA) d) New FMC Manual e) New IA Manual						
INDICATORS a) New PIC Law b) New rulebooks for FMC c) New rulebooks for IA d) New FMC Manual e) New IA Manual				TARGET FY 2018 a) PIC Law prepared and adopted b) / c) / d) / e) /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Preparing the new PIC legislation	Q1 2018	Q4 2020				
SUB-ACTIVITY						
Establishing of working group	Q4 2017	Q4 2017	MoF	MISA, GS, SIGMA	0	
Analysis of the existing legislation	Q1 2018	Q1 2018	MoF	CHU, WG and RESPA experts	EUR 6,000 EUR 10,000	National budget RESPA

Action Plan for Implementation of the PFM Reform Programme for 2018

Drafting PIC law based on recommendation from the analyses conducted	Q2 2018	Q2 2018	MoF	CHU, RESPA experts	EUR 2,200 EUR 10,000	National budget RESPA
Public discussion on Draft PIC law	Q2 2018	Q2 2018	MoF	CHU, other stakeholders	0	
Preparation of final Draft PIC law and submission to the government for adoption	Q2 2018	Q2 2018	MoF	CHU, Government	0	
Adoption of the PIC law by the Parliament	Q3 2018	Q4 2018	MoF	Government, Parliament	0	
TOTAL:						EUR 28,200
						MKD 1,734,300

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 6: Internal Control						
MEASURE P6M2: Strengthened administrative capacities on central and local level on FMC and IA						
ACTIVITY Activity 2: Establishing system for supervision of IA and FMC units						
DELIVERABLES Adopted Public Finance Academy Law Adopted Rulebooks for continuous trainings for FMC and IA Adopted Rulebook for training and exam for certification of internal auditors Trainings						
INDICATORS a) Increased human capacities of the Unit for supervision b) Training of the staff c) Implemented supervisions on FMC and IA units				TARGET FY 2018 a) Unit for supervision staffed b) Training of the staff of the Unit for supervision conducted c) /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Establishing system for supervision of IA and FMC units	Q1 2018	Q4 2021				
SUB-ACTIVITY	START qq/yy	END qq/yy	RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	BUDGET	SOURCE
Start of the procedure for new recruitment in the Unit for supervision	Q4 2018	Q1 2019	MoF		EUR 50,000* *annual salary of 5 employees	Budget of MoF
					TOTAL:	EUR 50,000
						MKD 3,075,000

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 7: External Control and Parliamentary Oversight	
INDICATORS	TARGET FY 2018
% of external audit recommendations leading to corrective measures	55%
% of audit coverage of the total public expenditure	45%
Number of performance audits	4
No of audit reports discussed by the Parliament	0

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
ACTIVITY Activity 1: Development and implementation of Strategic Plan of SAO						
DELIVERABLES Assessment Report on improvement of audit process prepared Guidelines on suggesting audits for annual programme amended as regards strategic audit planning process 15 SAO staff trained in strategic planning of audit Multi-annual Audit Plan 2020-2022 prepared Report with recommendations on improving the institutional and human resources capacity of SAO prepared 15 SAO staff trained in performance audit Audit Reports on performance audits issued						
INDICATORS a) Assessment Report on improvement of audit process as per ISSAI b) Strategic audit planning process in line with SAO priorities and resources available c) SAO staff trained in strategic planning of audit				TARGET FY 2018 a) Assessment Report including recommendations on improvement of audit process as per ISSAIs elaborated b) Report with comparative analysis, recommendations and proposals with reference to the strategic planning process developed c) Up to 30 SAO staff trained in strategic planning		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Development and implementation of Strategic Plan of SAO	Q4 2017	Q3 2019				
SUB-ACTIVITY						
Assessment on improvement of audit process as per ISSAI in view of strategic audit planning process	Q1 2018	Q4 2018	SAO	No	<u>189,015 EUR</u>	<u>IPA Twinning contract</u>
Comparative analysis, recommendations and proposals with reference to the strategic audit planning process	Q2 2018	Q4 2018	SAO	No	<u>23,850 EUR</u>	<u>IPA Twinning contract</u>
Training of SAO staff in strategic audit planning	Q3 2018	Q4 2018	SAO	No	<u>28,540 EUR</u>	<u>IPA Twinning contract</u>
					TOTAL:	EUR 241,405
						MKD 14,846,385

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
ACTIVITY Activity 2: Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the relevant legal framework						
DELIVERABLES Assessment Report on improvement of audit process prepared Guidelines on suggesting audits for annual programme amended as regards strategic audit planning process 15 SAO staff trained in strategic planning of audit Multi-annual Audit Plan 2020-2022 prepared Report with recommendations on improving the institutional and human resources capacity of SAO prepared 15 SAO staff trained in performance audit Audit Reports on performance audits issued						
INDICATORS Report with recommendations on improving the institutional and human resources capacity of SAO in order to maintain high quality of audits			TARGET FY 2018 Report with recommendations on improving the institutional and human resources capacity of SAO			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Assessment of institutional and human resources capacity of SAO in order to maintain high quality of audits, in accordance with the relevant legal framework	Q4 2017	Q3 2019				
SUB-ACTIVITY						
Review with recommendations on improving of SAO's institutional and human resources	Q3 2018	Q4 2018	SAO	No	<u>EUR 38,927</u>	<u>IPA Twinning contract</u>
					TOTAL:	EUR 38,927
						MKD 2,394,000

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M1: Improved strategic planning and external audit process in line with the ISSAIs						
ACTIVITY Activity 3: Improved administrative capacity for performance audit						
DELIVERABLES Assessment Report on improvement of audit process prepared Guidelines on suggesting audits for annual programme amended as regards strategic audit planning process 15 SAO staff trained in strategic planning of audit Multi-annual Audit Plan 2020-2022 prepared Report with recommendations on improving the institutional and human resources capacity of SAO prepared 15 SAO staff trained in performance audit Audit Reports on performance audits issued						
INDICATORS a) Training of SAO staff in performance audit and audit of EU funds b) Audit Reports on performance audits conducted in the areas such as EU funds, ICT, public financial internal control, public procurement				TARGET FY 2018 a) / b) /		
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Improved administrative capacity for performance audit	Q4 2017	Q3 2019				
SUB-ACTIVITY						
Training of SAO staff in performance audit and audit of EU funds	Q2 2018	Q3 2019	SAO	No	EUR 26,000 * *estimated cost for 2018	IPA Twinning
Pilot performance audits conducted in the areas such as EU funds, ICT, public financial internal control, public procurement	Q3 2018	Q3 2019	SAO	No	EUR 68,850 * *estimated cost for 2018	IPA Twinning
TOTAL:					EUR 94,850	
					MKD 5,833,275	

Action Plan for Implementation of the PFM Reform Programme for 2018

PRIORITY Priority 7: External Control and Parliamentary Oversight						
MEASURE P7M2: Improved scrutiny over the budget by the Parliament						
ACTIVITY Activity 1: Analysis of existing legal and institutional framework in regard to mutual cooperation between SAO and Parliament benchmarked to SAO-Parliament cooperation best practices in EU						
DELIVERABLES Report with recommendations for improved transparency of the legislative scrutiny function of the Parliament prepared Report on training needs assessment for parliament administration and MP's prepared Training plan for members of Parliament elaborated						
INDICATORS a) Report with recommendations for improved transparency of the legislative scrutiny function of the Parliament based on implementation of EU best practices including options for processing and discussion of the audit reports within the parliament procedures.			TARGET FY 2018 Analysis of existing legal and institutional framework and practices in dealing with cooperation between SAO and Parliament benchmarked to best practices in EU performed			
ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
Analysis of existing legal and institutional framework in regard to mutual cooperation between SAO and Parliament benchmarked to SAO-Parliament cooperation best practices in EU	Q4 2017	Q3 2019				
SUB-ACTIVITY						
To analyse the existing legal and institutional framework in the beneficiary country in regard to mutual cooperation between SAO and Parliament benchmarked to SAO-Parliament cooperation best practices in EU	Q1 2018	Q4 2018	Parliament	SAO	<u>EUR 57,757</u>	<u>IPA Twinning contract</u>
					TOTAL:	EUR 57,757
						MKD 3,552,000

Action Plan for Implementation of the PFM Reform Programme for 2018

Priority	Budget					
	National budget		Donor funds		Total	
	MKD	EUR	MKD	EUR	MKD	EUR
1: Improved Fiscal Framework	2,196,000	35,700	2,490,000	40,500	4,686,000	76,200
2: Revenue Mobilization	91,797,799	1,492,641	60,464,900	983,171	152,262,699	2,475,812
3: Planning and Budgeting	4,305,000	70,000	30,750,000	500,000	35,055,000	570,000
4: Budget Execution	10,492,588	170,519	14,236,500	231,426	24,729,088	401,945
5: Transparent Government Reporting	2,060,250	33,500	2,460,000	40,000	4,520,250	73,500
6: Internal Control	3,579,300	58,200	1,230,000	20,000	4,809,300	78,200
7: External Control and Parliamentary Oversight	0	0	26,625,660	432,939	26,625,660	432,939
Total	114,430,937	1,860,560	138,257,060	2,248,036	252,687,997	4,108,596