

2018 -2022 PUBLIC ADMINISTRATION REFORM STRATEGY ACTION PLAN

Draft 16.12.2017

The Action Plan is an integral part of the PAR Strategy 2018 - 2022. The Action Plan defines:

- measures and activities that will contribute in achieving the relevant specific objective;
- leading authorities responsible for implementing the activities and other bodies that will be involved in the implementation process;
- the initial and final quarter in the relevant year, which is a time frame for activities implementation;
- an assessment of the necessary assets and the source of funding; and
- performance measurement indicators that are defined in view of the general objective, specific objectives and measures.

The time frame of the Action Plan is 5 years, that is, corresponds with the timeframe of the PAR Strategy 2018 - 2022. In order to define the implementation of the measures and activities in details, annual operation plans will be drafted for each of the areas with detailed elaboration of the steps and deadlines for implementation of the activities and indicators for measuring the progress and success in achieving the objectives. The operational plans will be a tool for annual monitoring and reporting on the implementation progress of the PAR Strategy 2018 - 2022. MISA as a competent ministry for management and monitoring of PAR implementation will ensure timely preparation of the Operational Plans.

In the first year of the implementation of the Action Plan, special attention will be paid to defining the baselines of the defined indicators. This will enable a definition of targets that will give a clear picture of the implementation progress of measures and objectives.

The role of the leading authorities responsible for implementation is to implement and coordinate the measures and activities in the respective priority area, as well as to monitor the implementation, collect data regarding measures in view of the success of the implementation and to draft reports. Authorities involved in the implementation of the measures and activities, have to participate in working groups, contribute to the processes of monitoring, measuring performance and drafting reports.

Acronyms

AA – Agency for Administration

CA – Customs Administration

CPRFAPI - Commission for Protection of the Right to Free Access to Public Information

CRRM – Central Registrar of the Republic of Macedonia

DSCI – Directorate for Security of Classified Information

EARM – Employment Agency of RM

ENER – Single National Electronic Register

GRM – Government of the Republic of Macedonia

GS- General Secretariat of the Republic of Macedonia

HRM – Human Resource Management

HRMIS - Human Resource Management Information System

ICT – Information Communication Technologies

LAS – Law on Administrative Servants

LGAP – Law on General Administrative Procedure

LPSE – Law on Public Sector Employees

MC - Ministry of Culture

MD - Ministry of Defense

ME - Ministry of Economy

MEPP- Ministry of Environment and Physical Planning

MES – Ministry of Education and Science

MFA- Ministry of Foreign Affairs

MH-Ministry of Health

MIA – Ministry of Internal Affairs

MISA – Ministry of Information Society and Administration

MoF – Ministry of Finance

MoJ - Ministry of Justice

MwPTAC - Minister without portfolio in charge of transparency, accountability and communications

OMRBMD - Office for Management of Register of Births, Marriages and Deaths

OPGRM – Office of the President of the Government of the Republic of Macedonia

PDPO – Personal Data Protection Office

REC – Real Estate Cadastre

RIA – Regulatory Impact Assessment

SAB – State Administrative Bodies

SCPC – State Commission for Prevention of Corruption

SEA- Secretariat for European Affairs

SIOFA – Secretariat for Implementation of the Ohrid Framework Agreement

SL – Secretariat for Legislation

SSICDMAPaLRP - State second instance Commission for decision-making in administrative procedure and labor relation procedure

SSICDMISaMP - State second instance Commission for decision-making in inspection supervision and misdemeanor procedure

WG – Working Group

DRAFT

PRIORITY AREA 1: POLICY CREATION AND COORDINATION

ACTION PLAN 2018 - 2022 r.							
Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
General objective: Effective, efficient and inclusive created policies			Indicator: % of inclusive created policies aligned with the priorities and objectives of the long-term planning documents				
Specific objective 1.1.: Strengthened midterm and sectoral planning in order to achieve the Government's priorities			Indicator: Level of implementation (in %) of key Government planning documents				
M 1.1.1. Strengthening the planning system by providing a mechanism for aligning the long-term with mid-term and annual planning	A 1.1.1.1. Analysis of the regulation and practice in relation to (1) the system of drafting, alignment, monitoring and reporting in terms of planning documents and provision of assets (Budget and IPA); (2) analysis of example from adopted strategies in order to identify deficiencies; (3) comparative analysis and analysis of best practices in sectoral strategies	GS MoF, SEA, SL, MISA Office of the President of the Government of RM, Ministries	I/2018	II/2018	980.000,00	Potential assistance by donors	% of institutions that use guidelines provided in manuals concerning the preparation, monitoring and reporting process of planning documents
	A 1.1.1.2. Preparation of amendments to the regulation (if necessary) in order to strengthen the coordination mechanisms and alignment during the preparation, monitoring and reporting process of planning documents and sectoral strategies and their transparency	GS MoF, SEA, SL, MISA Office of the President of the Government of RM, Ministries	II/2018	III/2018	Related to A 1.1.1.1.		
	A 1.1.1.3. Preparation of regulations (methodology, guidelines, directions or other act) that will standardize the sectoral planning process by determining the content and the format of the elements to be contained in the strategies (related to M 1.1.2, and A 1.1.2.2 .)	GS MoF, MISA, SL, SEA, MoJ	III/2018	III/2018	Financial assets are not required	/	
	A 1.1.1.4. Preparation of a proposal for regulating the strategies as an act by the Government and defining the	GS SL	III/2018	III/2018	Financial assets are not required	/	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	elements and criteria for sector strategies						
	A 1.1.1.5. Regulation adoption by the Government	GS, GRM	IV/2018	IV/2018	Financial assets are not required	/	
	A 1.1.1.6. Preparation of a manual describing processes, mechanisms, coordination, linking points for planning documents and sectoral strategies and their transparency	GS Office of the President of the GRM MoF, SEA, SL, Ministries	III/2018	IV/2018	750.000,00	Potential assistance by donors	
M 1.1.2. Improving the processes and capacities for mid-term, sectoral and annual planning in ministries and other state administrative bodies	A 1.1.2.1. Analysis of internal processes, functions and human capacities (staffing, employee profiles, coordination in the units and other units) for strategic planning in ministries and other state administrative bodies in order to determine planning practice (strategic planning, sectoral planning, development programs, NPAA planning, IPA2, budget preparation, annual planning and preparation of annual reports)	GS MoF, SEA, SL, Ministries – EU Sectors, Budget Sectors, Human Resources Sectors	I/2018	II/2018	630.000,00	Potential assistance by donors	Share (in%) of the ministries and other state administrative bodies that are late in the preparation and adoption of strategic plans Share (in%) of the sectoral strategies that meet the criteria defined in the regulation adopted by GRM
	A 1.1.2.2. Preparation of an appropriate proposal (directions/guidelines/methodology) for the ministries and other state administrative bodies in order to standardize and improve the processes, functions, organizational forms and capacities related to planning and linking processes: strategic planning, sectoral planning, development programs, planning of NPAA, IPA2, budget preparation,	GS MoF, SEA, SL Ministries	II/2018	III/2018	Related to A 1.1.2.1.		

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	annual planning and preparation of annual reports						
	A 1.1.2.3. Regulation adoption by the Government	GS, GRM	III/2018	III/2018	Financial assets are not required	/	
	A 1.1.2.4. Preparation of training programs in relation to: (1) strengthening the coordination mechanisms and alignment during the preparation, monitoring and reporting of planning documents, sectoral strategies and annual planning and their transparency; (2) preparing sectoral strategies in ministries and linking processes: strategic planning, sectoral planning, development programs, NPAA planning, IPA2, budget preparation, annual planning and preparation of annual reports	GS, MISA, Ministries	III/2018	IV/2018	950.000,00	Potential assistance by donors	
	A 1.1.2.5. Conducting trainings which will be attended by managers and staff from the sectors/units for planning and coordination of policies, financial sectors and other relevant sectors/units in ministries and other state administrative bodies	GS, MISA, Ministries	I/2019	IV/2019	1.087.500,00	Potential assistance by donors	
Specific objective 1.2.: Enhanced quality of policies and laws and ensuring the transparency and participation of stakeholders				Indicator: % of laws amended and supplemented one year after its adoption by the GRM			
M 1.2.1. Improving the quality of RIA and the legislative process	A 1.2.1.1. Analysis of: (1) legislative procedure and identification of weaknesses; (2) existing legal acts, manuals and other tools in order to assess their actuality, benefits and application.	MISA, Ministries	II/2018	III/2018	950.000,00	Potential assistance by donors	% of Draft Regulatory Impact Assessment reports that meet the minimum criteria regarding the procedure and

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	A 1.2.1.2. Preparation of a proposal for recommendations and an ex-ante and ex-post access analysis (in one or more manuals), as well as defining an effective mechanism for determining which laws will be subjected to ex-post analysis	MISA, Ministries	III/2018	III/2018	Related to A 1.2.1.1.		transparency of the RIA process
	A 1.2.1.3. Preparation of a manual/manuals for conducting ex-ante and ex-post analysis in policy-making, legislation alignment with the EU, and fiscal analysis of policies and laws	MISA GS, SEA, SL, MoF, Ministries	III/2018	IV/2018	780.000,00	Potential assistance by donors	
	A 1.2.1.4. Preparation of a manual for analysis of the Acquis, their quality transposition in the national legislation and achieving a relevant level of alignment	SEA, GS, MISA, SL, MoF Ministries	III/2018	IV/2018	1.250.000,00	Potential assistance by donors	
	A 1.2.1.5. Introduction of mandatory nomotechnical and standardized technical rules during the legislative procedure.	SL, GS, MISA, SEA, Ministries	III/2018	IV/2018	705.000,00	Potential assistance by donors	
	A 1.2.1.6. Establishing an efficient system for coordination of the drafting process for the national version of the Acquis and terminology. Application of nomotechnical rules by finding appropriate language solutions in drafting laws/regulations in the process of legislation alignment.	SEA, GS, MISA, SL, MoF Ministries	I/2019	II/2019	525.000,00	Potential assistance by donors	
	A 1.2.1.7. Preparation of a specialized training program based on the drafted manuals (for ex-ante and ex-post analyzes, Acquis analysis and quality transposition in the national legislation, for nomotechnical rules, etc.) (see A 1.2.1.3, A 1.2.1.4, A 1.2.1.5)	MISA, GS, SEA, SL, Ministries	IV/2018	IV/2018	900.000,00	Potential assistance by donors	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	A 1.2.1.8. Conducting trainings for managers and employees in relevant sectors in the ministries and other state administrative bodies	MISA, GS, SEA, SL Ministries	I/2019	IV/2019	1.260.000,00	Potential assistance by donors	
M 1.2.2. Introducing mechanisms for development of analytical basis	A 1.2.2.1. Analysis of status quo in view of collection, processing and application of administrative data, which are processed during the operation of the state administration bodies	GS, SSO, MISA, SEA, MoF, MES, Ministries	III/2018	IV/2018	750.000,00	Potential assistance by donors	% of state administrative bodies that have initiated the implementation of the System for collecting, processing, storing and application of data
	A 1.2.2.2. Determining a system/procedures in a participatory manner for collecting, processing, storing and application of data from primary and secondary sources in all state administration bodies. The system will be linked to the process of monitoring and evaluating strategies, policies and laws	GS SSO, MISA, SEA, Ministries	I/2019	II/2019	930.000,00	Potential assistance by donors	
	A 1.2.2.3. Preparation of regulations that will enable unified functioning of the system in all state administration bodies	GS State Statistical Office, MISA, SEA, Ministries	II/2019	III/2019	Related to A 1.2.2.2.		
	A 1.2.2.4 Preparation of a plan for step-by-step introduction of the system in State administrative bodies	GS SSO, MISA, SEA, Ministries	III/2019	III/2019	Related to A 1.2.2.2.		
	A 1.2.2.5. Defining standardized cost for operation of the administration (eg enactment of law drafting, preparation and implementation of trainings, preparation of manuals, etc.) in order to facilitate the analysis preparation of	MoF SSO, MISA, SEA, Ministries	II/2018	III/2018	1.055.000,00	Potential assistance by donors	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	fiscal impacts from strategies, policies and laws						
	A 1.2.2.6. Preparation of a draft act that will introduce the standardized costs	MoF, SSO, MISA, SEA, Ministries	III/2018	III/2018	Financial assets are not required	/	
	A 1.2.2.7. Adoption of a draft act by the MoF/GRM	MoF, GRM	IV/2018	IV/2018			
M 1.2.3. Enhance monitoring, reporting and policy assessment (related to M 1.2.1 above)	A 1.2.3.1. Analysis of the existing legal framework, mechanisms and practice in terms of monitoring, reporting and evaluation, the analysis will cover the regulations related to the work of the state administrative bodies, as well as the work of the Government	GS MISA, SEA, SL Ministries	I/2019	II/2019	980.000,00	Potential assistance by donors	Number of managers employed in state administrative bodies that have participated in monitoring, reporting and assessment trainings
	A 1.2.3.2. Defining system/procedures for performance measurement, reporting and appraisal, oriented towards performance measurement. Related to A 1.2.2.2	GS MISA, SEA, SL Ministries	II/2019	III/2019	Related to A 1.2.3.1.		
	A 1.2.3.3. Alignment of the applicable regulations (in laws or acts) as well as the preparation of new regulations (methodology/ directions/guidelines) that will enable efficient system functioning and transparent publication of the results related to monitoring and evaluation	GS MISA, SEA, SL Ministries	III/2019	III/2019	Related to A 1.2.3.1.		
	A 1.2.3.4. Adoption of amendments and regulation by the Government	GS, GRM MISA, SEA, SL Ministries	IV/2019	IV/2019	Financial assets are not required	/	
	A 1.2.3.5. Preparation of a training program based on rules and regulation (methodology/directions/guidelines)	GS MISA, SEA	III/2019	IV/2019	450.000,00	Potential assistance by donors	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	regarding monitoring, reporting and assessment	Ministries					
	A 1.2.3.6. Conducting trainings for managers and employees in all state administration bodies	GS MISA, SEA Ministries	I/2020	IV/2020	1.260.000,00	Potential assistance by donors	
M 1.2.4. Increasing the stakeholders' involvement in the process of creating, implementing, monitoring and assessing policies	A 1.2.4.1. Preparation of a proposal to increase the effectiveness of stakeholders' involvement mechanisms in a transparent manner that will include defining a manner for collecting policy initiatives submitted by stakeholders to the government, transparent publishing and explaining the accepted/unaccepted initiatives, publishing annual reports in view of the initiatives	MISA GS, SL, Ministries	II/2018	IV/2018	Financial assets are not required	/	% of Draft Regulatory Impact Assessment Reports and draft laws published on ENER which comply with the procedure for timely publication
	A 1.2.4.2. Enhanced control of the existing mechanisms envisaged in the Rules of procedure of the GRM and Methodology for RIA such as: publishing the Annual RIA Plan, compliance with the deadlines for conducting consultations, consultation process report, etc.	GS MISA, SL Ministries	I/2018	IV/2018	Financial assets are not required	/	
	A 1.2.4.3. Upgrading ENER with the possibility of submitting Online initiatives and proposals from stakeholders and interaction with the ministries, as well as adopting guidelines for using the e-session system and ENER	MISA GS, Ministries	II/2018	IV/2018	800.000,00	Budget of RM	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
Specific objective 1.3.: Enhanced efficiency of processes, structures and control mechanisms for horizontal coordination and monitoring of policies, as well as enhanced efficiency of the decision-making process of the Government of RM			Indicator: Total number of agenda topics on Government meetings				
M 1.3.1. Strengthening the policy coordination capacities in the GS	A 1.3.1.1. Implementing an internal functional review of the GS in order to strengthen the role of the GS in the priorities planning process of the Government of the Republic of Macedonia, linking with the sectoral strategies, annual planning and monitoring, implementing quality control of policies and draft laws, control over the fulfilment of formal requirements for materials laid down by the Government's Rules of Procedure and the content thereof, as well as in enhancing the efficiency of the decision-making system of the Government of the Republic of Macedonia	GS	I/2018	II/2018	600.000.00	Potential assistance by donors	% of submitted acts to the GS that have been returned for completion to the competent state administrative body
	A 1.3.1.2. Preparation of a proposal that will arise from the recommendations of the internal functional review for optimization and greater efficiency of the processes in the GS, management processes and employee profiles and their capacities	GS MoF	II/2018	III/2018	Related to A 1.3.1.1.		
	A 1.3.1.3. Preparation of amendments to the regulation (the Government's Rules of Procedure, the rulebooks of the GS, etc.) aimed at strengthening all the functions and responsibilities of the GS in order to provide an efficient system for planning and coordination of policies	GS SL Ministries	III/2018	III/2018	Related to A 1.3.1.1.		

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	A 1.3.1.4. Regulation adoption by the Government of RM	GS, GRM	IV/2018	IV/2018	Financial assets are not required	/	
	A 1.3.1.5. Preparation of a manual for GS employees with a description of the methods and tools (standardized forms, etc.) that will contribute to efficiency in planning, policy coordination, support to the work of the General Collegium of State Secretaries, the Head Committees and the Government of RM, coordination , monitoring and reporting	GS, Office of the President of the Government of RM, SL, SEA, MISA, Ministries	III/2018	IV/2018	500.000,00	Potential assistance by donors	
	A 1.3.1.6. Preparing a training program and conducting training for GS employees in terms of planning, policy co-ordination, policy content analysis, support for the decision-making system of the Government of RM etc. in accordance with the manuals to be prepared	GS, Office of the President of the Government of RM, SL, SEA, MISA, Ministries	III/2018	IV/2018	600.000,00	Potential assistance by donors	
M 1.3.2. Establishing mechanisms for coordination between the state administrative bodies that perform the "Center of the Government" functions	A 1.3.2.1 Analysis of the regulation and practice in view of the coordination mechanisms between GS, MoF, MISA, SEA and SL and drafting proposal for establishing efficient coordination mechanisms and achieving greater consistency in all points of the process where coordination is necessary - planning, policy co-ordination, alignment of legislation, monitoring, reporting, assessment	GS SL, SEA, MISA, MoF Office of the President of RM, Ministries	I/2018	II/2018	900.000,00	Potential assistance by donors	Number of inconsistencies in the planned activities between the key planning documents of the GRM (Annual Work Plan, NPAA, EPR-Economic Development Program)
A 1.3.2.2. Conducting consultations between the bodies that comprise the "Center of the Government" regarding the proposal and adjusting the proposal for the coordination mechanisms	GS SL, SEA, MISA, MoF, Office of the President of the	II/2018	II/2018	Related to A 1.3.2.1			

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
		Government of RM, Ministries					
	A 1.3.2.3. Preparation of regulation (methodology, guidelines) in order to systematize the mechanisms and process of coordination	GS SL, SEA, MISA, MoF, Office of the President of the Government of RM, Ministries	II/2018	III/2018	Related to A 1.3.2.1		
	A 1.3.2.4. Conducting cyclical coordination meetings over key stages in the processes	GS SL, SEA, MISA, MoF, Office of the President of the Government of RM, Ministries	III/2018	III/2018	Financial assets are not required	/	
M 1.3.3. Enhancing the efficiency of the decision making system of the Government of RM	A 1.3.3.1. Analysis of: (1) the system, mechanisms and decision-making bodies of the Government of the Republic of Macedonia (General Collegium of State Secretaries and the Head Committees of the Government of the Republic of Macedonia); (2) the burden of the Government of RM with non-core decisions (3) determining the required level of decision-making and categorization of decisions for which the Government should decide and those who can be passed on ministerial level	GS SL, SEA, MISA, Mof, Ministries	I/2018	II/2018	900.000,00	Potential assistance by donors	% of the submitted acts to the GS for the session of the Government of the Republic of Macedonia that are returned to the ministries for decision making
	A 1.3.3.2. Preparation of amendments to the regulation (the Rules of Procedure of the Government) in order to increase the efficiency of the work of the head committees of the Government of the Republic of Macedonia and to enhance the responsibilities of the State Secretaries	GS SL, SEA, MISA, MoF, Ministries	II/2018	II/2018	Related to A 1.3.3.1		

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	in the policy co-ordination system, including RIA, as well as in the decision-making system						
	A 1.3.3.3 Preparing a guide on the role and responsibilities of state secretaries in their ministries, as well as in the coordination and decision-making system of the Government;	GS SL, SEA, MISA, MoF, Ministries	II/2018	II/2018	575.000,00	Potential assistance by donors	
	A 1.3.3.4. Preparation of a specialized program and training for raising awareness and capacities of the state secretaries for their role, as well as organizing counseling and regional meetings for the purpose of exchanging experiences and sharing best practice	GS SL, SEA, MISA, MoF, Ministries	II/2018	II/2018	945.000,00	Potential assistance by donors	
	A 1.3.3.5. Preparation of a regulation for delegation of non-core decisions by the Government of the Republic of Macedonia to ministers	GS, Office of the President of the Government of RM, SL, SEA, MISA, Ministries	II/2018	II/2018	180.000,00	Potential assistance by donors	
	A 1.3.3.6. Regulation adoption by the Government of RM	GS, GRM, MISA, SEA, SL, Ministries	III/2018	III/2018	Financial assets are not required	/	
	A 1.3.3.7. Preparation of regulations (guidelines or other provision) so that the ministries and other state administrative bodies can determine the necessary level of decision-making in the draft laws and bylaws preparation processes	GS, GRM, MISA, SEA, SL, Ministries	III/2018	III/2018	300.000,00	Potential assistance by donors	
M 1.3.5. Enhancing collaboration between the Government of RM and the Assembly of RM	A 1.3.5.1. Analysis of the regulation and practice regarding the cooperation of the Government of the Republic of Macedonia with the Assembly of the Republic of Macedonia and preparation of a	GS, Office of the President of the Government of RM, MISA, SEA, SL, Ministries	I/2018	I/2018	550.000,00	Potential assistance by donors	% of RIA reports submitted to the Government

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
	proposal for introduction of efficient cooperation and coordination mechanisms						
	A 1.2.5.2. Establishment of a working group aimed at defining the manner of cooperation in view of planning and implementation of the legislative program, defining aligned rules for the quality of the legislative process, including RIA, and enhancing the horizontal connection and consistency of the legal system	GS, Office of the President of the Government of RM, Assembly of RM, MISA, SEA, Ministries	I/2018	I/2018	Financial assets are not required	/	
	A 1.2.5.3. Defining an appropriate legal mechanism for formalizing the cooperation manners (Memorandum of Understanding or other document) between the GS and the Parliament's Office	GS, Office of the President of the Government of RM, Assembly of RM, MISA, SEA, Ministries	II/2018	III/2018	Financial assets are not required	/	
	A 1.2.6.4. Organizing regular consultations to promote and improve co-operation	GS, Office of the President of the Government of RM, Assembly of RM, MISA, SEA, Ministries	III/2018	III/2018	Financial assets are not required	/	
Specific objective 1.4.: Improved quality and availability of statistical data for quality policy-making				Indicator: % of policies using statistical data obtained from the State Statistical Office in the process of preparation			
M 1.4.1. Enhanced production capacity for macroeconomic statistics	A 1.4.1.1. Further alignment of statistical methodologies in national accounts to a high level of compliance with ESA 2010, including EDP notifications	State Statistical Office, MoF	IV/2018	IV/2021	31.000.000,00	IPA	% of indicators aligned with ESA 2010 2010

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	Source of funding	Indicators
M 1.4.2. Enhanced production capacity for sectoral statistics	A 1.4.2.1 Harmonization with Eurostat standards for business statistics, environmental statistics and social statistics, and construction of a system for statistical and administrative data integration	State Statistical Office and holders of administrative data	IV/2018	IV/2021	214.000.000,00	IPA	% of indicators aligned with EUROSTAT standards in relation to base statistics
	A1.4.2.2. Preparatory activities for conducting a census	State Statistical Office	IV/2019	IV/2021	492.000.000,00	Potential assistance by donors, Budget of Rm and IPA	
	A 1.4.2.3. Strengthening IT capacity for gathering, producing and disseminating statistics by purchasing hardware and software	State Statistical Office	IV/2019	IV/2020	32.000.000,00	Potential assistance by donors, Budget of RM and IPA	

DRAFT

PRIORITY AREA 2: PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
General objective: Expert, professional and depoliticized administration			Indicator: Indicators: World Bank Good Governance - Government Performance Indicator, Annual Country Assessment (56.3 for 2016, on a scale from 0 to 100)				
Specific objective 2.1.: Depoliticization of the administration through enhanced application of merit principle, equal opportunities and equitable representation and professionalization of senior managerial positions			Indicator: % of complaints and appeals submitted by the candidates on the decisions for recruitment/promotion				
M 2.1.1. Reduce the risks of politicization by introducing clear criteria and transparency in choosing the best candidate for recruitment and promotion	A 2.1.1.1. Analysis on the application of the Law on Administrative Servants and the Law on Public Sector Employees	MISA AA SIOFA	III/2018	IV/2018	165.000,00	Budget of RM	% of published reports from the recruitment and promotion process versus the number of employments categorized by institutions and by type (recruitment or promotion)
	A 2.1.1.2. Amending and supplementing the regulation in order to: (1) minimize the risks of influences and subjectivism; (2) introduction of mandatory reportings on the recruitment/promotion procedure with an explanatory note by the selection committee for selection of candidate, based on evidence; (3) strengthening the transparency of the process	MISA WG- AA, MoJ, MoF	I/ 2019	III/2019	Financial assets are not required	/	
M 2.1.2. Professionalization of senior management structures in administration	A 2.1.2.1. Amending and supplementing the regulation aimed at clear distinction between the scope and clearly defined merit-based procedures for the senior civil service category	Office of the President of the Government of RM GS MISA	I/2019	III/2019	Financial assets are not required	/	% of appointed senior administrative servants based on open competitions in relation to politically appointed persons
M 2.1.3. Improving the content and access to job vacancy announcements and	A 2.1.3.1. Amending and supplementing the regulation for clear defined conditions and criteria regarding new recruitment	AA	IV/2019	IV/2019	Financial assets are not required	/	Average number of competent candidates who have applied for one vacant post

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
protecting the rights of candidates	A 2.1.3.2. Preparing guidelines for candidates who participate in recruitment procedures in view of the mechanisms for protection and sanctioning of illicit treatment during the selection procedure	AA	IV/2019	IV/2019	Financial assets are not required	/	
M 2.1.4 Enhancing the capacities of the selection committees for recruitment and promotion	A 2.1.4.1. Training for selection committee members (see M 2.1.1.)	MISA	I/2018	IV/2018	750.000,00	Budget of RM	% of heads of sectors/units who participated in training on novelties in recruitment and promotion procedures
	A 2.1.4.2. Drafting manuals, guidelines and other tools with forms/templates and practical examples for implementation of selection in the process of recruitment/promotion procedures	Human Resource Management network	III/ 2018	IV/2019	1.125.000,00	Potential assistance by donors	
	A 2.1.4.3 Conducting an analysis for the training requirements from a defined example of administrative officers who participated in selection committees	Human Resource Management network	II/ 2018	II/2018	Financial assets are not required	/	
	A 2.1.4.4. Preparation and implementation of a training program for novelties in selection procedures for recruitment and promotion (see A 2.1.1.2 above) for Selection Committee members and Human Resources Management Unit staff from the public sector institutions	MISA Human Resource Management network	IV/2019	IV/2020	75.000,00	Budget of RM	
M 2.1.5. Improving the role and coordination of the HRM Network, enhancing the coordination and promotion mechanisms of HRM tools	A 2.1.5.1. Defining models for operationalization of the HRM Network and introducing better coordination mechanisms among its members	MISA	III/ 2018	IV/2018	500.000,00	Potential assistance by donors	% of HRM network members who are satisfied with the support they receive through the Network on an annual basis
	A 2.1.5.2. Preparation of programs and conducting trainings for HRM Network members regarding all novelties in the regulation (recruitment, promotion, appraisal,	MISA	IV/2019	IV/2020	75.000,00	Budget of RM	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
	enhancing the committee's responsibility, etc.)						
	A 2.1.5.3. Upgrading the Human Resource Management Information System and the Catalog of Jobs	MISA	I/ 2018	II/ 2018	10.000.000,00	Budget of RM	
M 2.1.6. Improve the appraisal system of the administrative servants	A 2.1.6.1. Simplification of the existing bylaw and the appraisal forms of administrative servants	MISA	I/2018	II/ 2018	105.000,00	Project supported by the British Embassy	Number of administrative servants with highest 'outstanding performance' appraisal marks
	A 2.1.6.2. Amending and supplementing the regulation for appraisal of the administrative servants	MISA	I/2019	III/2019	Financial assets are not required	/	
	A 2.1.6.3. Preparation and conduction of training program for the new appraisal system of administrative servants (see A.2.1.5.2)	MISA	IV/2019	IV/2020	250.000,00	Budget of RM	
M 2.1.7. Improving the implementation of the principle for adequate and equitable representation	A 2.1.7.1. Analysis of the current application of the Methodology for employment planning in the public sector in accordance with the principle of adequate and equitable representation and preparation of a proposal for its improvement	SIOFA MISA	I/2018	II/2018	1.000.000,00	Budget of RM, Potential assistance by donors	% of employed administrative servants on the basis of the principle of adequate and equitable representation compared to the annual employment plan on this grounds % of institutions which fulfilled the annual employment plans
Specific objective 2.2: Developed unified and coherent salaries system for public sector employees				Indicator: % of public sector institutions which are part of the unified salaries system			
M 2.2.1. Preparation of the regulation for the new salaries system	A 2.2.1.1 Review of the legislative framework of current payment systems and data collection in relation to different groups of public sector employees, as well as drafting a comparative analysis	MLSP WG - MoF, MISA, MOJ, MoH, MoE, MES, MoI, MoD, MoE, MC	I/2019	IV/2019	1.300.000,00	Budget of RM, Potential assistance by donors	Ratio of administrative servants who left the administration on an annual basis with the total number of employed administrative

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
	of payment systems in the region and EU countries						servants (fluctuation of employees on an annual basis)
	A 2.2.1.2 Preparation of a methodology and a job evaluation guidelines	MLSP WG - MoF, MISA, MOJ, MoH, MoE, MES, MoI, MoD, MoE, MC	I/2020	II/2020	135.000,00	Budget of RM, Potential assistance by donors	
	A 2.2.1.3. Evaluation of job positions by virtue of the methodology and the Catalog of public sector jobs	MLSP WG - MoF, MISA, MOJ, MoH, MoE, MES, MoI, MoD, MoE, MC	III/ 2020	IV/ 2020	150.000,00	Budget of RM, Potential assistance by donors	% of collective agreements to which the new salaries system is aligned with
	A 2.2.1.4. Preparation of draft-elements of the new salaries system with performance-based rewording componets according to the achieved results of the public sector employees	MLSP WG - MoF, MISA, MOJ, MoH, MoE, MES, MoI, MoD, MoE, MC	I/2020	IV/2020	1.000.000,00	Budget of RM, Potential assistance by donors	
	A 2.2.1.5. Preparation of payment models and implementation of simulations for calculating fiscal implications. Preparation fiscal impact assessments	MoF	I/2021	II/2021	Financial assets are not required	/	
	A 2.2.1.6. Drafting a Law on Salaries of Public Sector Employees	MLSP WG - MoF, MISA, MOJ, MoH, MoE, MES, MoI, MoD, MoE, MC	III/ 2021	IV/2021	Financial assets are not required	/	
	A 2.2.1.7. Adoption of the Law on Salaries of Public Sector Employees	Assembly of RM	I/ 2022	I/ 2022	Financial assets are not required	/	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
	A.2.2.1.8. Alignment of the collective agreements with the Law on Salaries of Public Sector Employees	MLSP Trade Unions	II/2022	IV/2022	Financial assets are not required	/	
Specific objective 2.3.: Established system for professional development, conducted by the Academy for professional development of administrative servants				Indicator: % of administrative servants who had at least one training based on their needs			
M 2.3.1. Defining the status of the Academy for Professional Development of Administrative Servants	A 2.3.1.1. Preparing a proposal for an appropriate modality for the status of the Academy	MISA	I/2018	II/2018	315.000,00	Project supported by the British Embassy	% of fulfillment of the annual program of the Academy for Professional Development of Administrative Servants
	A 2.3.1.2. Comprehensive analysis of the system for professional development of administrative servants (the legal framework and the current status quo of the existing capacities for coordination and conduction of trainings)	MISA	I/2018	IV/2018	500.000,00	Budget of RM	
	A 2.3.1.3. Adoption of regulations in order to formalize the status of the Academy in accordance with the chosen modality	MISA	I/ 2019	III2019	Financial assets are not required	/	
	A 2.3.1.4. Providing all the necessary conditions for Academy operation - Training Sector at MISA (human resources, equipment, space)	MISA	I/2018	IV/2018	999.000,00	Budget of RM	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
	A 2.3.1.5. Establishing an electronic system for registering participants in training, as well as procurement of software/application for keeping records	MISA	II/2019	IV/2019	1.200.000,00	Budget of RM	
M 2.3.2. Capacity building of categories of administrative servants	A 2.3.2.1. Analysis of current training programs and training needs analysis with a case of each of the separate categories of administrative officers, with particular emphasis on senior civil service)	MISA Human Resource Management Network	I/2018	III/2018	500.000,00	Budget of RM	% of trained senior servants with senior head positions in relation to the total number of senior civil servants
	A 2.3.2.2. Based on the analyzes, preparation of appropriate training programs for each of the categories of administrative officers, with a special emphasis on training for management skills development of senior civil service	Academy for professional development of administrative servants, Human Resource Management Network	I/2020	IV/2020	800.000,00	Budget of RM	Average number of days of training per administrative servant on an annual basis
	A 2.3.2.3 Conducting trainings for each administrative servant's category	Academy for professional development of administrative servants	I/2021	IV/2021	750.000,00	Budget of RM	
M 2.3.3. Enhancing e-learning platforms	A 2.3.3.1. Analysis of the current e-learning platforms in terms of content and technical possibilities and preparation of draft decisions for amending the regulation (budget assets) for a special fund for platform upgrade and development	MISA	I/2018	I/2018	200.000,00	Budget of RM	% of technical platforms users, satisfied by the content of the platforms
	A 2.3.3.2. Technical platforms upgrade and development as well as e-learning content development	MISA	I/ 2019	IV/ 2019	600.000,00	Budget of RM	

ACTION PLAN 2018 - 2022 r.

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of founding	Indicators
	A 2.3.3.3. Building human and technical capacities for conducting E-learning (trainings)	MISA Academy for professional development of administrative servants	III/2020	III/2021	750.000,00	Budget of RM	
M 2.3.4. Creating a database of competent trainers for generic trainings	A 2.3.4.1. Defining criteria and terms for selection of trainers (from the academic community and among the administrative servants - practitioners) and developing modalities for their engagement and motivation	MISA HRM Network	I/2018	II/2018	Financial assets are not required	/	% of generic trainings where competent trainers are identified for the trainings
A 2.3.4.2. Amending the regulation for introduction of modalities to engage and motivate trainers as well as for standards and acquiring a status of a trainer	MISA HRM Network	I/2019	III/2019	Financial assets are not required	/		
A 2.3.4.3. Training for acquiring status of a trainer from the ranks of administrative servants - practitioners	Academy for professional development of administrative servants MISA	I/2020	IV/2020	400.000,00	Budget of RM		
A.2.3.4.4. Developing special budget training program	MISA MoF	I/2019	II/2019	Financial assets are not required	/		

PRIORITY AREA 3: RESPONSIBILITY, ACCOUNTABILITY AND TRANSPARENCY

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
General objective: Responsible, accountable and transparent operation of institutions			Indicators: % of state administrative bodies, agencies and inspection services from central government which publish annual reports that include 3E: cost-effectiveness, efficiency, effectiveness				
Specific objective 3.1.: Developed coherent institutional set up of central government state administrative bodies, agencies and central government inspection services with clearly defined accountability structures			Indicator: % of identified state administrative bodies, agencies and central government inspection services from whose jurisdiction overlaps and/or have obscure lines of responsibility				
M 3.1.1. Institutions mapping	A 3.1.1.1. Mapping and grouping of institutions according to status and type, as well as inclusion of other relevant information in order to obtain a clear overall picture of the organizational structure	MISA	I/2018	I/2018	4.160.000,00	UNDP	% of institutions that will be categorized according to their status and type, manner of establishment and the institution they are responsible for through the mapping process
	A 3.1.1.2. Preparation of a Catalog of institutions and its publishing on the MISA's website	MISA	I/2018	I/2018	341.700,00	UNDP	
M 3.1.2. Reorganization/ optimization of state administrative bodies, agencies and central government inspection services	A 3.1.2.1. Clear definition of objectives and methodology, as well as implementation of horizontal functional review at the level of state administrative bodies, agencies and central government inspection services, in order to thoroughly analyze the overall environment that defines the organizational setup and the allocation of functions between the bodies (legal framework, competencies, functions, lines of accountability, management, coordination, etc.)	MISA State administrative bodies + executive authority agencies + central government inspection services	I/2018	IV/2018	Related to A 3.1.1.1. (plus 261.400,00 from USAID)	UNDP and USAID	% of functional review recommendations that will be implemented during the reorganization/optimization of state administrative bodies, agencies and central government inspection services

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
	A 3.1.2.2. Based on the functional review findings, preparation of a proposal for the approach in the recommendations' implementation from the review, requirement for regulation amendments, measures, plan for implementation and monitoring of amendments	MISA GRM, GS	I/2019	II/2019	Related to A 3.1.1.2.	UNDP and USAID Budget of RM	
	A 3.1.2.3. Adopting the draft-proposal by the GRM	GRM	III/2019	III/2019	Financial assets are not required	/	
	A 3.1.2.4 Implementation of reorganization of state administrative bodies, agencies and central government inspection services	MISA GRM, GS, Assembly of RM, SAB, Agencies and Central government inspection services	III/2019	IV/2020	123.000.000, 00	Budget of RM	
Specific objective 3.2: Established effective and efficient mechanisms to ensure accountability in state administrative bodies, agencies and central government inspection services				Indicator: % of state administrative bodies, agencies and central government inspection services that have finished the reorganization process			
M 3.2.1 Increasing efficiency in the public service	A 3.2.1.1. Clear definition of objectives and methodology of the internal functional reviews and implementation of a pilot project in MISA, MFA and MLSP	MISA MFA, MLSP	I/2018	I/2019	1.206.600,00	Project supported by the British Embassy	
	A 3.2.1.2. Implementation of internal functional review in state administrative bodies, agencies, and central government inspection services in accordance with the established methodology, that will cover the internal management processes and practices, the lines of responsibility, the analysis of jobs, level of occupied job positions and	MISA State administrative bodies, agencies and central government inspection services	II/2019	IV/2019	137.250.000,00	IPA	

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
	employees' profiles, as well as the monitoring and reporting methods						
	A 3.2.1.3. Based on the internal functional review findings, preparation of proposals for increasing public service efficiency, requirement for regulations amendments, measures, plan for implementation and monitoring of amendments	MISA State administrative bodies, Agencies and central government inspection services	I/2020	I/2020			
	A 3.2.1.4. Adopting the draft-proposal by the GRM	GRM	II/2020	II/2020	Financial assets are not required	/	
	A 3.2.1.5. Conducting optimization and efficiency plan of State Administrative bodies, agencies and central government inspection services	MISA, State Administrative Bodies, Agencies and central government inspection services, GRM, GS	III/2020	III/2022	61.500.000, 00	Budget of RM	
Specific objective 3.3.: Enhanced integrity of institutions				Indicator: % of citizens who have confidence in the public administration (results of the Eurobarometer survey conducted by the European Commission twice a year) From the survey conducted in May 2017, 29% of the citizens of the Republic of Macedonia have confidence in the public administration			
M 3.3.1. Enhancing integrity and ethics at political and professional level	A 3.3.1.1. Regulation implementation analysis that regulates integrity and ethics at political and professional level	MoJ, SCPC, MISA	I/2019	I/2019	1.250.000,00	Budget of RM Potential assistance by donors	% of state administrative bodies, agencies and central government inspection services that have adopted integrity and ethics policies
	A 3.3.1.2. Based on the analysis, introduction of a risk management mechanism and an upgrade of integrity and ethics policies, defining indicators that will enable effective monitoring of the implementation and integrity and ethics policies	MoJ, SCPC, MISA	II/2019	III/2019	800.000	Budget of RM Potential assistance by donors	% of administrative servants and senior officials for whom

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
	effects at political and professional level						decisions on disciplinary measures have been adopted, compared with initiated disciplinary procedures related to violation of ethics and integrity standards in central government state administrative bodies, agencies and inspection services
	A 3.3.1.3. Adoption of integrity and ethics policies by State Administrative Bodies, agencies and central government inspection services	MISA, SCPC, State administrative bodies, Agencies and central government inspection services, GRM	III/2019	I/2020	Financial assets are not required	/	
	A 3.3.1.4. Preparation of manuals for practical application of the regulations and integrity and ethics principles for political and professional level	SCPC, MISA	III/2019	III/2019	6.150.000,00	IPA	
	A 3.3.1.5. Conducting promotional activities (round tables, public debates, media campaigns, etc.) for raising awareness regarding the importance for compliance with integrity and ethics principles at political and professional level	SCPC, MISA, Office of the President of the GRM	III/2019	III/2019	172.500,00	Budget of RM IPA	
	A 3.3.1.6. Preparation and implementation of Training on integrity and ethics	MISA, SCPC	III/2019	III/2019	Related to A 3.3.1.3.	Budget of RM IPA ReSPA	
Specific objective 3.4.: Enhanced transparency of institutions and communication improvement between institutions, citizens and the business community				Indicators: % rejected requests for access to public information by institutions			
M 3.4.1. Strengthening the mechanisms for access to public information	A 3.4.1.1. Analysis of: (1) the applicable regulation and preparation of a draft-proposal regarding the opportunities and risks for misuse of the exceptions regarding provision of public information and introduction	MoJ CPRFAP, Minister without portfolio in charge of transparency, accountability and	III/2018	III/2018	1.500.000,00	IPA	% of institutions that regularly publish and update documents on their web pages, that are obliged to perform publication and an update

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
	of mechanisms for consistent regulation implementation and (2) the existing setup and competencies of the institutions in this area and preparation of a draft-proposal for possible ways of institutional reorganization in order to strengthen the control mechanisms and the capacities of the institutions	communications, MISA					in accordance with legal regulations % of CPRFAPI solutions in relation to access to public information carried out by the institutions
	A 3.4.1.2. Preparation of amendments and supplements to the legal framework for strengthening control and implementation mechanisms of CPRFAPI 's decisions regarding access to public information as well as monitoring of pro-active transparency of institutions	MoJ CPRFAPI, MISA, Minister without portfolio in charge of transparency, accountability and communications	IV/2018	IV/2018	450.000,00	IPA	
	A 3.4.1.3. Defining clear criteria and drafting guidelines for determining the nature of the information, distinction and classification of information in order to prevent excessive classification of information. The guidelines will be intended for all holders of public information	Minister without portfolio in charge of transparency, accountability and communications, Directorate of Security of Classified Information, Personal Data Protection Office, MoJ, MoD	IV/2018	IV/2018	500.000, 00	Budget of RM	
	A 3.4.1.4. Preparation of a curriculum, training plan and conducting a training for the Heads of the institutions in view of categorization and nature of information	MISA Directorate of Security of Classified Information, Personal Data Protection Office, MoJ, MoD	I/2019	I/2019	300.500, 00	Budget of RM	

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
	3.4.1.5. Strengthening the capacities of CPRFAPI for execution of its competencies	CPRFAPI MoF	IV/2018	I/2019	27.000.000,00	IPA	
	A 3.4.1.6. Conducting consultations, debates, etc. for raising awareness in institutions concerning the importance of access to public information	CPRFAPI Office of the President of the GRM	IV/2018	II/2019	3.400.000,00	Budget of RM	
M 3.4.2 Establishing mechanisms for planning, implementation and monitoring of open data principles and raising awareness among citizens and the business community	A 3.4.2.1. Analysis and preparation of Open Data Strategy for establishment of a single open data platform. Conducting consultations with all stakeholders regarding Open Data Strategy	MISA	I/2018	I/2018	5,724,600,00	Project supported by the British Embassy	% of state administrative bodies, agencies and central government inspection services that publish documents according to "Open Data" Standards on Open Data Platform
	A 2.4.2.2. Adopting the Open Data Strategy by the GRM	GRM	II/2018	II/2018	Financial assets are not required	/	
	A 3.4.2.3. Preparation and implementation of a communication plan with the public and defining the instruments and tools for raising awareness among citizens and the business community regarding the open data concept	MISA, GRM, GS, Minister without portfolio in charge of transparency, accountability and communications, Ministries	II/2018	IV/2018	140.000,00 217.500,00	Project supported by the British Embassy Budget of RM	
Specific objective 3.5.: Improved efficiency of administrative procedures and consistent application of LGAP				Indicator: % of administrative procedures that end in the stipulated deadline			
M 3.5.1. Improving the application of the LGAP	A 3.5.1.1. Analysis of the current implementation of the LGAP and drafting a proposal with recommendations and measures for improving the application of the LGAP and for establishing a point of information (capacities, technical ...)	MISA State second instance Commission for decision-making in administrative	I/2018	II/2018	500.000,00	Potential assistance by donors	% of implemented recommendations included in the measures for appropriate solution of the problems and challenges in the

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
		procedure and labor relation procedure, State second instance Commission for decision-making in inspection supervision and misdemeanor procedure, MoJ					implementation of the LGAP
	A 3.5.1.2. Implementation of measures for improving the application of the LGAP	MISA General Secretariat of the GRM, MoJ, State second instance Commission for decision-making in administrative procedure and labor relation procedure, State second instance Commission for decision-making in inspection supervision and misdemeanor procedure	III/2018	III/2019	Financial assets are not required	/	
	A 3.5.1.3. Conducting training for employees who will be engaged in managing and maintaining the information point in MISA	MISA	II/2018	III/2018	340.000, 00	Budget of RM Potential assistance by donors	
	A 3.5.1.4. Establishing a help-desk in MISA for providing practical advice to public authorities on the application of the LGAP	MISA	IV/2018	I/2019	4.200.000,00 (estimation for 5 years)	Budget of RM Potential assistance by donors	

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
M3.5.2. Improving the decision making system in administrative procedure	A 3.5.2.1. Preparing guidelines for defining the decision-making processes and delegating the decision-making powers in the administrative procedure	MISA	I/2018	III/2018	500.000,00	Potential assistance by donors	% of public sector institutions that have established and staffed organizational forms for decision-making in administrative procedure
	A 3.5.2.2. Preparing amendments and supplements to internal acts for internal organization and systematization of jobs for establishment of organizational forms (sectors/units) for decision-making in administrative procedure	MISA Public sector institutions	III/2018	IV/2018	Financial assets are not required	/	
	A 3.5.2.3. Establishment and staffing of organizational forms (sectors/units) for decision making in administrative procedure with definition of job descriptions, in order to enable delegation of decision-making power by managers in public bodies and reduction of discretion in the decision-making process	MISA Public sector institutions, MoF	I/2019	II/2019	2.000.000,00	Budget of RM	
M 3.5.3. Improving the capacities for conducting administrative procedures	A 3.5.3.1. Preparation of a publication - Comments on the LGAP	MISA	II / 2018	III/2018	275.000,00	Budget of RM	% institutions that have trained employees to implement and apply the LGAP
	A 3.5.3.2. Conducting informative meetings, preparing and printing information leaflets, as well as advocacy for raising awareness regarding LGAP for the service users, ie participants in the administrative procedure	MISA	I/2019	I/2019	1.187.500,00	Budget of RM	% of administrative servants who attended training for the LGAP in comparison to the total number of administrative servants who are supposed to attend the training
	A 3.5.3.3. Preparation of methodology, curriculum and defining	MISA	I/2019	IV/2019	Financial assets are not required	/	

ACTION PLAN 2018/2022

Measures	Activities	Leading authorities Participating authorities	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets (in MKD)	References for source of funding	Indicators
	target groups for conducting standardized trainings for the LGAP						
	A 3.5.3.4. Conducting training for trainers and trainings for employees at all levels in the administration for the LGAP	MISA	II/2019	III/2019	Financial assets are not required	/	

DRAFT

PRIORITY AREA 4: PROVIDING SERVICES AND ICT SUPPORT TO ADMINISTRATION

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
General objective –provided services in a fast, simple and easy accessible manner			Indicator: % of users (citizens and businesses) that are satisfied with the services by the institutions				
Specific objective 4.1.: Rational investment in the development of digital environment			Indicator: % of ICT investments made by virtue of a rational investment plan or "Central ICT plan" at central government level				
M 4.1.1. Strategic approach in digital transformation process	A 4.1.1.1. Developing an e-Government Strategy and an Action Plan for Implementation	MISA	II / 2018	IV / 2018	250.000,00	Potential assistance by donors	% of action plan implementation of the adopted strategy and policy in central and local government bodies that have started the digital transformation
	A 4.1.1.2. Ddevelopment of Policy for using the "Cloud" infrastructure	MISA	I / 2018	IV / 2018	520.000,00	Potential assistance by donors	
	A 4.1.1.3. Monitoring the implementation of adopted strategies and policies	MISA	I / 2019	IV / 2022	Financial assets are not required	/	
	A 4.1.1.4. Simplification of the process of procurement of ICT solutions by amending the relevant regulations	MoF and MISA	IV / 2018	I / 2019	Financial assets are not required	/	
	A 4.1.1.5. Development of a plan for rational investment	MISA	I / 2018	III / 2018	860.000,00	Potential assistance by donors	
M 4.1.2. Centrally coordinated management of the projects in the area of E-government and ICT	A 4.1.2.1. Analysis of the condition of IT staff in administration with recommendations and measures to retain and motivate the IT staff	MISA	I / 2018	III / 2018	684.000,00	Potential assistance by donors	% of ICT projects that are coordinated / managed centrally
	A 4.1.2.2. Implement the analysis measures	GRM and competent institutions	I / 2019	I / 2020	61.500.000,00	Budget of RM	% of IT staff that left administration at the level of state administrative bodies, agencies and central government inspection services on an annual basis, compared to the total number of employed IT staff
	A 4.1.2.3. Establish Committee for ICT Projects	MISA, GS	I / 2018	I / 2018	250.000,00	Budget of RM	
	A 4.1.2.3. Feasibility study on possible ways of institutional solution for central coordination and management of projects in the field of e-government and ICT,	MISA	I / 2018	II / 2018	Financial assets are not required	/	

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
	with recommendations and action plan						in state administrative bodies, agencies and central government inspection services
	A 4.1.2.4. Development of a training program for improving digital literacy	MISA	I / 2018	I / 2018	Financial assets are not required	/	
	A 4.1.2.5. Deliver training for administrative staff to improve digital literacy	MISA	II / 2018	IV / 2022	9.072.000,00 (=5*1.814.000,00)	Potential assistance by donors	
M 4.1.3. Improving the channels for electronic communication in the administration	A 4.1.3.1. Introducing ICT policies for electronic communication between employees in the administration	MISA	II / 2018	IV / 2018	Financial assets are not required	/	Total number of official correspondence in printed form between state administrative bodies, agencies and central government inspection services on an annual basis
	A 4.1.3.2. Opening an e-mail address for each administrative servant in the appropriate sub-domain of the gov.mk domain	State administrative bodies	I / 2019	IV / 2020	5.000.000,00	Budget of RM	
	A 4.1.3.3. Revision of the Regulation on office and archive operations with electronic exchange	MISA	I / 2018	II / 2018	Financial assets are not required	/	
	A 4.1.3.4. Providing technical preconditions for official electronic communication	State administrative bodies	I / 2019	IV / 2022	90.000.000,00	Budget of RM	
	A 4.1.3.5. Increasing the use of electronic document management systems in institutions	MISA	III / 2018	IV / 2019	307.500.000,00	Budget of RM	
	A 4.1.3.6. Study for possible electronic identification and authentication systems in the administration, with recommendations	MISA	I / 2018	II / 2018	280.000,00	Potential assistance by donors	
	A 4.1.3.7. Introducing electronic identification and authentication system in the administration	MIOA	IV / 2018	II / 2019	24.600.000,00	Budget of RM	

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
M 4.1.4. Introduction of eco-standards in the administration's operation	A 4.1.4.1. A cost-benefit analysis on introduction of eco-standards	MISA, MEPP	I / 2020	III / 2020	280.000,00	Potential assistance by donors	% of institutions that meet the prerequisites for introducing eco-standards, from those who conducted self-evaluation
	A 4.1.4.2. Development of eco-standards, guidelines and criteria for their introduction with a self-evaluation form	MISA	IV / 2020	II / 2021	740.000,00	Potential assistance by donors	
	A 4.1.4.3. Performing a self-evaluation by the institutions	State administrative bodies	III / 2021	IV / 2022	Financial assets are not required	/	
Specific objective 4.2.: Increased quality and access to services				Indicator: % of services for which the re-engineering process has been completed, including services that don't need to be re-engineered according to the evaluation or self-evaluation			
M 4.2.1. Improved access to institutions for all citizens	A 4.2.1.1. Development and adoption of Standards for Web Presence	Office of the President of the Government of RM	I / 2018	III / 2018	Financial assets are not required	/	% on websites where access standards are applied, grouped by websites that have web presence standards, standards for people with disabilities with AA level, and both standards
	A 4.2.1.2. Analysis of all public administration authorities' websites and their systems, with recommendations for adjustments/ correction, merging and/or closing/ terminating	MISA	IV / 2018	IV / 2018	30.750.000,00	IPA 2017 – 2019 - 2021	
	A 4.2.1.3. Development of a plan for reorganization of state websites	Office of the President of the Government of RM	I / 2019	I / 2019	Financial assets are not required		% of locations by state administrative body and ministries applying physical access standards
	A 4.2.1.4. Reorganization of websites of state administrative bodies	State administrative bodies	II / 2019	IV / 2019	6.150.000,00	Budget of RM	
	A 4.2.1.5. Application of standards for physical access to institutions	MLSP, MTV and competent institutions	II / 2018	IV / 2020	1.500.000,00	Budget of RM	
4.2.2. Quality system improvement	A 4.2.2.1. Perform an analysis to measure the effects and impacts from Introduction of Quality management standards	MISA	I / 2018 I / 2020 I / 2022	II / 2018 II / 2020 II / 2022	Financial assets are not required	/	% of institutions using Quality Management Standards and regularly upgrade them, including

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
	A 4.2.2.2. Adopt a National framework for quality management in institutions	MISA	I / 2018	II / 2018	Financial assets are not required	/	internal regulation upgrade by virtue of findings from reports on the application of Quality Management Standards
	A 4.2.2.3. Implementation of the National quality management framework in institutions	MISA	I / 2018	IV / 2020	3.462.500,00	Budget of RM	
	A 4.2.2.4. Development of a training program for quality management standards and models	MISA	II / 2018	II / 2018	Financial assets are not required	/	
	A 4.2.2.5. Conducting trainings for public sector employees on quality management standards and models	MISA (5 years, 960.000,00 each year)	III / 2018	IV / 2022	4.750.000,00	Budget of RM	
M 4.2.3. Standardization of data in public registries and unification in service provision	A 4.2.3.1. Adopting data quality standards	MISA	I / 2018	II / 2018	Financial assets are not required	/	% of public registries that are standardized according to the standards, including public registers that meet the standards according to the conducted self-evaluation
	A 4.2.3.2. Integration of data quality standards in relevant Laws	MISA	III / 2018	IV / 2018	Financial assets are not required	/	
	A 4.2.3.3. Development of a plan for utilization of data quality standards	MISA	III / 2018	III / 2018	Financial assets are not required	/	
	A 4.2.3.4. Standardization of data registries for services	Office for management of registers of births, marriages and deaths, Health Insurance Fund of Macedonia, Pension and Disability Insurance Fund, Employment Agency of RM, Agency for Real Estate Cadastre, Internal Revenue Office, Central Register of RM,	IV / 2018 I / 2021	IV / 2019 IV / 2022	1.000.000,00 123.000.000,00	Budget of RM IPA 2020	% of services that comply with the unified service provision standards

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
		Customs Administration, Mol, MLSP					
	A 4.2.3.5. Development of service provision standards and guidelines for their implementation	MISA	I / 2018	II / 2018	Financial assets are not required	/	
	A 4.2.3.6. Development of training program for service provision	MISA	II / 2018	III / 2018	Financial assets are not required	/	
	A 4.2.3.7. Deliver the training on service provision standards	MISA	III / 2018	IV / 2018	Financial assets are not required	/	
M 4.2.4. Поедноставување на услугите Simplification of the services	A 4.2.4.1. Filling-in the Service catalog	MISA	I / 2018	III / 2018	Financial assets are not required	/	Number of services for which an evaluation was conducted in relation to the total number of services from the Service Catalog % of e-services for which fees are reduced compared to the fee for the respective services
	A 4.2.4.2. Qualitative analysis of data from the Catalog with prioritization of services that need to be reviewed and consultation with business and civil sector	MISA	III / 2018	IV / 2018	Financial assets are not required	/	
	A 4.2.4.3. Development of methodology for involving the users in service creation and optimization	MISA	II / 2018	II / 2018	450.000,00	Potential assistance by donors	
	A 4.2.4.4. Development of capacity building activities for re-engineering processes	MISA	II / 2018	III / 2018	Вклучено во А 4.2.4.3.	Potential assistance by donors	
	A 4.2.4.5. Capacity building of employees for re-engineering processes, through trainings, e-trainings and workshops	MISA	III / 2018	IV / 2018	1.800.000,00	Potential assistance by donors	
	A 4.2.4.6. Re-engineering and optimization of services by process documentation	State authorities	I / 2019	IV / 2022	37.000.00,00	IPA 2017 and IPA 2020	
	A 4.2.4.7. Digitalization of processes and connecting to Interoperability	State authorities and MISA	II / 2019	I / 2021	117.000.000,00	IPA 2017 and IPA 2020	

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
	A 4.2.4.8. Analysis with recommendations for determining the amount of fees for e-services	MISA	I / 2018	III / 2018	83.000.000,00	IPA 2012	
M 4.2.5. Establishing “Single point of services” centers	A 4.2.5.1. Establishing “Single point of services” pilot center	MISA	I / 2018	III / 2018	Financial assets are not required	/	% of services available through “One point of entry” from the total number of available services
	A 4.2.5.2. Feasibility study of centers to be replicated and defining minimum conditions for their establishment	MISA	I / 2018	II / 2018	Covered in 4.2.4.7.	IPA 2012	
	A 4.2.5.3. Establishing new centers	MISA	I / 2019	IV / 2022	15.375.000,00	Budget of RM	
	A 4.2.5.4. Development of communication plan and promotion of the centers	MISA	I / 2018	II / 2018	Covered in 4.2.4.7.	IPA 2012	
	A 4.2.5.5. Improving the overall performance of the call center (number 15111)	MISA	I / 2018	IV / 2018	Financial assets are not required	/	
M 4.2.6. Informing the public and administration regarding services	A 4.2.6.1. Development of communication plan and establishment of system for regular informing that will include defining channels for information	MISA	III / 2018	II / 2019	Financial assets are not required	/	% of institutions that perform the reporting/notification for employees within envisaged deadline
	A 4.2.6.2. Regular and on-time trainings for employees	Competent institutions	III / 2019	IV / 2022	Financial assets are not required	/	
	A 4.2.6.3. Establish a procedure for regular informing the public about the news regarding services	Competent institutions	I / 2020	II / 2020	Financial assets are not required	/	
M 4.2.7. Measuring the users’ satisfaction	A 4.2.7.1. Revision of the existing and development of new instruments for measuring the users’ satisfaction (including guidelines for their application)	MISA	II / 2018	IV / 2019	325.000,00	Budget of RM	% of institutions that perform regular measurement of customer satisfaction, according to the postulated dynamics

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
	A 4.2.7.2. Permanent application of the instruments for measuring the users' satisfaction	MISA and competent institutions	I / 2019	IV / 2022	1.800.000,00 (=4*450.000,00)	Budget of RM	
	A 4.2.7.3. Development of a training program for implementation of instruments for measuring the users' satisfaction	MISA	I / 2018	I / 2018	Covered in A 4.2.7.1.	Budget of RM	
	A 4.2.7.4. Delivering trainings for public sector employees for implementation of the instruments for measuring the users' satisfaction	MISA	II / 2018	IV / 2022	136.400,00 475.000,00	ReSPA Budget of RM	
Specific objective 4.3.: A digital environment that provides access and ability for e-services application				Indicator: % of services available on the National portal from the total number of services % of e-services available to users using different methods of electronic identification			
M 4.3.1. Increasing the number of highly sophisticated e-services available on one place	A 4.3.1.1. Analysis of developed e-services that need to be integrated into the portal, those that need to be upgraded to a higher level and those that need to be developed	MISA	I / 2018 I / 2019 I / 2020 I / 2021	II / 2018 I / 2019 I / 2020 IV / 2022	Covered in 4.2.4.6. and 4.2.4.7.	IPA 2012, IPA 2017 and IPA 2020	% of newly developed/integrated e-services available on the National Portal compared to the total number of available e-services on the portal
	A 4.3.1.2. Alignment of the legal framework for the National Portal and e-services with recommendations from A 4.2.4.7 (see above)	MISA	I / 2018	II / 2018	Financial assets are not required	/	
	A 4.3.1.3. Alignment of the Law on Electronic Management with the National Portal's requirements	MISA	I / 2018	I / 2018	Financial assets are not required	/	
	A 4.3.1.4. Development of new or upgrading the existing e-services	MISA and competent institutions	I / 2018 I / 2019	II / 2018 IV / 2022	Covered in 4.2.4.6. and 4.2.4.7.	IPA 2012, IPA 2017 and IPA 2020	
	A 4.3.1.5. Development of National Portal (according to "live events")	MISA	I / 2018	II / 2018	Covered in 4.2.4.7.	IPA 2012	

ACTION PLAN 2018 - 2022							
Measures	Activities	Leading authority	Start date (quarter)	Anticipated end date (quarter)	Assessment of necessary assets	References for source of funding	Indicators
	A 4.3.1.6. Portal promotion	MISA	I / 2018	II / 2018	Covered in 4.2.4.7.	IPA 2012	
	A 4.3.1.7. Regular modernization of the Portal and its upgrade with new e-services	MISA and state authorities	IV / 2019	IV / 2022	Covered in 4.2.4.6.	IPA 2020	
M 4.3.2. Introducing e-identity for e-services provision	A 4.3.2.1. Development of a roadmap for transposition of the eIDAS Directive	MISA	I / 2018	III / 2018	450.000,00	ReSPA	% of citizens with e-identity of the national solution
	A 4.3.2.2. Analysis and feasibility study for a national solution [including: national CA v.s. commercial issuers, models for mobile identification, electronic identity card, acceptance of existing methods for e-identification such as Electronic Health Card , with recommendations for SSO (Single Sign On) solution]	MISA	II / 2018 II / 2019	IV / 2018 I / 2021	325.000,00 50.000.000,00	Potential assistance by donors IPA 2017	
	A 4.3.2.3. Development and implementation of the solution determined in the analysis	MISA	I / 2019 II / 2019	III / 2019 II / 2021	61.500.000 Covered in 4.3.2.2.	Budget of RM IPA 2017	
M 4.3.3. Digitizing service registers	A 4.3.3.1. Identification of key registers that are not in digital form and their prioritization	MISA and competent institutions	I / 2018	III / 2018	Financial assets are not required	/	% of digitized registers in view of the identified registers to be digitalized
	A 4.3.3.2. Digitization of the registers according to Data Quality Standards	Competent institutions	I / 2018 I / 2021	IV / 2020 IV / 2022	123.000.000,00	Budget of RM IPA 2020	
	A 4.3.3.3. Development of Central Electronic Population Register	MISA and competent institutions	I / 2018	II / 2018	Covered in 4.2.4.7.	IPA 2012	
	A 4.3.3.4. Legal regulation of the Central Electronic Population Register	MISA	I / 2018	I / 2018	Financial assets are not required	/	