

ACTION PLAN 2017/2022

This Action Plan encompasses the activities related to implementation of specific objectives by areas

Activity	Milestones (sub-activities)	Lead Agency	Starting date	Planned completion date	Cost estimate	Reference to funding source	Indicators
A) Policy Development, Coordination and Strategic Framework of Public Administration Reform							
OBJECTIVE: Implemented consistent and coherent process of policy coordination, strategic planning and coordination							
RESULT A1: To establish efficient and functional system for PAR implementation							
A 1.1: Strengthening the capacity of MISA and PAR structures for coordination and monitoring	1. Defining the coordination mechanism at all levels, the form and structure for coordination and monitoring of PAR, with a precisely defined resources framework (human, infrastructural, financial, intellectual) and monitoring of PAR Strategy implementation	CPGRM/MISA, institutions	2017/II	2022/IV			Ind.1: Number of actively involved persons in the coordination process, implementation, monitoring and analysis of PAR; Ind.2: 6-month Reports for PAR implementation, determined by GRM and published;
	2. Cost estimate for realization of PAR Strategy and organization of annual donor conferences for establishment of harmonized PAR Fund for resources optimization	CPGRM/ MF, GS, SEP, MISA	2017/II	2022/IV			
	3. Analysis and estimate of the needs of staff and adequate and efficient structures for implementation, monitoring and evaluation of PAR, in consultation with all stakeholders	MISA, CPGRM	2017/II	2017/IV			
	4. Adjustment of the institutional structures according to the findings and recommendations of the needs analysis and trainings	MISA,CPGRM, institutions	2017/III	2017/IV			
	5. Establishment of processes for internal and intra-institutional organization and communication, as well as communication with all stakeholders, the public included	CPGRM/MISA, institutions	2017/III	2018/I			

RESULT A2: Improved legislative environment

<p>A2.1: Improvement of the quality of the legislative process, throughout consistent application of normative and procedural rules</p>	<p>1. Detailed analysis of the Government Rules of procedure and its adjustment in order to provide monitoring at all stages of the legislative process, relevant stakeholders and their mutual reporting and responsibility, foreseeing consequences for non-compliance to the procedural requests in the process.</p>	<p>GS; (CPGRM, LS, MISA, SEP, MF)</p>	<p>2018/III</p>	<p>2020/IV</p>		<p>Budget of RM</p>	<p>Ind1: Number of returned legislative proposals for re-drafting due to non-compliance of minimum quality criteria Ind2: Number of returned legislative proposals, due to non-compliance to procedural requests</p>
	<p>2. Definig and establishing unique methodological rules for organizing the structure of draft-laws and processes in the Rules of Procedure of the Assembly</p>	<p>GS (LS, MISA,SEP,MF, КПВРМ); Assembly (LLC, Commissions)</p>	<p>2017/III</p>	<p>2019/IV</p>			
	<p>3. Drafting practical Guidelines: (1) Guidelines, directions and procedures on management, coordination and consultation in the institutions and among stakeholders; (2) Guideline on the legislative procedure in NPAA; (3) Guideline and directions on drafting legal act and application of nomotechnical rules; (4) Guideline on fiscal implications calculation, with practical examples in preparation of strategic programs;</p>	<p>MISA; LS, SEP, GS, MF, CPGRM (МЛЕГ)</p>	<p>2017/III</p>	<p>2019/IV</p>			
	<p>4. To prepare annual analysis on frequent legislative changes in short deadlines and unplanned legislative proposals related to planned mechanisms for providing quality and legal certainty;</p>	<p>GS, Support bodies for the Government and with participation of the CPGRM</p>	<p>2017/III</p>	<p>2018/IV</p>			
<p>A2.2: Full application of ex-ante and ex-post assessment in improvement of the quality of legislation.</p>	<p>1. Mandatory publication of an Annual Plan on RIA, once the Programe for work of the Government is determined (APWG)</p>	<p>GS,MISA, SEP, line ministries</p>	<p>2017/III</p>	<p>2018/I</p>			<p>Ind.1: Number of conducted ex-ante analysis Ind 2: Number of conducted ex-post analysis</p>

	2. Increasing the deadline for performing RIA and consultations with stakeholders	MISA, GS	2017/III	2018/III			
	3. Selection of key legislative policies subject to ex-post evaluation	MISA, GS, SEP, line ministries	2018/II	2019/II			
	5. Targeted trainings for servants and stakeholders' representatives on the legislative process, including RIA and AIR .	MISA, SL, SEP, GS	2018/I	2022/IV			
A2.3: Creation of additional mechanisms for a more efficient dialog and on-time involvement of stakeholders	1. Determination of methods for collecting and processing initiatives from stakeholders and preparation and publication of annual assessment with recommendations from initiatives and conducted consultations with stakeholders	MISA, GS, institutions, stakeholders	2018/II	2018/IV			Ind.2: Number of published annual reports on conducted consultations; Ind.3: Provided upgraded platform of ENER for wider consultations and improved use
	2. Upgrade of ENER for online application of initiatives and proposals from stakeholders and interaction with ministries, as well as adopting guidelines on use of the e-Session system and ENER	MISA	2018/III	2019/III			
	3. Publication of annual reports on submitted initiatives by stakeholders and their outcome	GS, MISA, all ministries	2019/I	2019/II			
	4. Drafting and publication of annual report on assessment of the process of conducted consultations with stakeholders in the process of drafting laws with recommendations	MISA, GS, all ministries	2017/II	2022/IV			
	5. Preparation of Stakeholders Registry within the appropriate Sector/Ministry	All ministries	2017/IV	2018/IV			

A2.4 Establishment of an efficient system within NPAA on aquis analysis, translation/interpretation, planning and quality transposition in the national legislation and level of compliance	1. Establishment of system and procedures for selection, analysis, determination of competences, aquis translation and planification of legislative projects in NPAA; including prior consultations with intradepartmental working groups	SEP, LS, ministries	2017/II	2018/IV			Ind.1: Number of trained working teams on harmonization and transposition techniques Ind.2: Number of transponded EU legal acts, vi-a-vis planned in NPAA
	2. Establishment of efficient coordinative system on preparation of the national version of aquis, and terminology	SEP, LS, ministries	2017/II	2020/IV			
	3. Systematic strengthening of the harmonization capacities and transposition techniques, of targeted working groups, RIA, which are planning the transposition in the legislative proposals;	LS, SEP, ministries	2018/I	2022/IV			
	4. Establishment of structures, coordinative mechanism and capacities on efficient implementation of aquis and creation of 'track record', in selected areas of NPAA and URP;	SEP, ministries	2018/I	2022/IV			
	5. Development/upgrade and interconnection of technical platforms between SEP and LS, (on monitoring legislation projects in NPAA, control of legal instruments (Harmonization Statement, Correspondence table) and monitoring the level of harmonization	SEP, LS,	2017/II	2022/IV			

RESULT A 3: Efficient structures and control mechanisms of support to policy coordination and qualitative decision-making process

<p>A 3.1. Establishment of normative and operative mechanisms for ensuring the process of adopting decisions based on evidence</p>	<p>1. Analysis of the work of GS, LS and SEP and governmental bodies and creation of optimal conditions and capacities for improvement of the decision-making process and quality control of legislative proposals</p>	<p>GS, LS, MISA, SEP, MF,CPGRM, SIOFA</p>	<p>2017/III</p>	<p>2019/IV</p>			<p>Ind.1: Number of items on the agenda of governmental bodies, vis-à-vis the real capacities, for supporting the Government in the qualitative decision-making process</p> <p>Ind.2: Increased transparency of the Government, by publication of APWG, adopted decisions on governmental sessions and monitoring of the realization of APWG, NPAA, Budget</p>
	<p>2. Determination and establishment of corrective mechanisms for optimization of the work-flow, subject and competences of the GS/ work of the governmental bodies in line with their capacities (revision and categorization of working materials reviewed in the working bodies and delegation of responsibilities); and use of capacities of the LS exclusively for legislative working materials;</p>	<p>GS, (LS, MISA, SEP, MF, SIOFA)</p>	<p>2017/III</p>	<p>2022/IV</p>			
	<p>3. Creation of professional systematic platform (Professional Council/Group) composed of civil servants from MISA, LS, SEP, MF, GS and professional representatives from ministries- (which propose draft-laws) on quality control of legislation proposals and strategies and determination of methodology of work and dynamics with minimal quality standards of the Professional Council</p>	<p>GS, LS,MISA, SEP, MF, SIOFA</p>	<p>2017/III</p>	<p>2022/IV</p>			
	<p>4. Assuring publicly available information on adopted decisions on governmental sessions (laws, decisions etc) on the Government web page</p>	<p>GS/ Government</p>	<p>2017/II</p>	<p>2018/II</p>			

	5. Transparent and timely publication of GPGRM, NPAA and reports on the level of realization in open format	GS, SEP	2017/IV	2022/IV			
A 3.2 Strengthening the policy creation processes, harmonized with the strategic programmes (GPWG, NPAA, EDP, Plan for/on RIA and the budgetary framework and efficient monitoring	1. Coordination and harmonization of key strategic documents (GGRM; NPAA, EDP, Plan RIA, Fiscal Strategy)	GS, SEP, MF, MISA, SIOFA	2017/IV	2019/I			Ind.1: Ratio of unplanned legislation initiatives vis-à-vis planned in the GPWG; Ind2: Percentage of coverage of strategic documents with provided financial resources
	2. Establishment of efficient monitoring system at all levels – political , professional and operative for conducting the GPWG and strategic programs	GS, SEP, MF, MISA, SIOFA	2018/I	2018/IV			
	3. Analysis of findings and recommendations from the ongoing Twinning Project on PFM at MF on budget programming, and adjustment of the existing methodologies for strategic planning and budgeting	MF, GS	2018/IV	2019/IV			
	4. Determination of control mechanisms on strategic programs budgeting	MF, GS	2020/I	2021/I			
A 3.3. Establishing coordination system of the processes of planning, decision-making, enforcing, monitoring and policy assessment	Establishing system (IT platform) for programs and projects Creation of data base on strategic documents, laws and by-laws Creation of system for distribution of funds monitoring Creation of web based system (portal) with an overview of effected, ongoing and future projects, with level of	GORM GORM GORM	Q4 2020 Q2 2020 Q2 2021	Q2 2022 Q1 2022 Q3 2022	2.100.000 EUR	Budget, IPA and donors	Increased level of efficiency for use od public funds for investments

	realization						
	ICT equipment and softwer supply	GORM	Q4 2020	Q3 2022			
	System mainteinance	GORM	Q1 2020	Q3 2022			
	Enhancing the legislative and organizational framework for system establishment.	GORM and competent institutions	Q1 2020	Continuously			
		GORM and competent institutions	Q3 2020	Q1 2022			
A 3.4 Establishing standardized and unified project methodology and adequate coordinative and organizational set-up on all horizontal policies and complex projects	1. Analysis and establishing project methodology with horizontal processes (policy and strategic planning creation) based on the best international practices	Cabinet of PGRM, GS	2018/III	2019/IV			Ind.1: Introduced project methodology and its efficient implementation for monitoring horizontal policies and complex projects Ind 2: Numebr of prioritized complex projects
	2. Analysis with recommendations on institutional set-up of coordinative form for all horizontal policies and complex projects	Cabinet of PGRM, GS	2018/IV	2020/IV			
	3. Drafting plan and dynamics for implementation of analysis on future prioritized/complex projects, harmonized with strategic priorities of the GRM	Cabinet of PGRM, GS	2020/I	2022/III			

RESULT A 4: Improved harmonization with EU acquis in the field of macro-economic, business and social statistics

<p>Harmonization of business social statistics and environmental statistics with Eurostat standards</p>	<p>Designing methodology and methodological instruments, collection, processing and data analysis on water use in all NCC sectors, implementation of ad-hoc modules from the Innovation Survey of the community, transportation statistics and renewable sources of energy</p> <p>Designing methodology and methodological instruments, collection, processing and data analysis on social statistics (Survey on continuous professional training 2021)</p> <p>Development of system on integration of statistical and administrative data for business and social statistics</p> <p>Preparatory activities for conducting the Census depending on the results of the test-Census in 2018</p>	SSO			500000 EUR	IPA	<p>% of GDP indicators for each quarter according to the expenditure method by current and fixed prices</p> <p>% indicators on EDP charts in accordance with ESA 2010</p> <p>Effectuated preparatory activities for conducting the census</p>
<p>Improvement of national accounts and full harmonization with ESA 2010, including EDP charts</p>	<p>Further harmonization of statistical methodologies into relevant studies (monthly and quarterly), which will provide timely, precise and coherent data on collection of quartal national accounts.</p> <p>Examination of the use of administrative and other data sources from the business and social statistics</p> <p>Bifurcation of bruto investments</p> <p>Strengthening of human resources</p> <p>Transmission in accordance with ESA 2010</p> <p>Assessment of the availability and quality of needed data for production of governmental statistics</p> <p>Development of methodological knowledge for calculation of quartal accounts for the sector state</p> <p>Calculation of quartal accounts for the sector state</p>	SSO	2019 / I	2021 / IV	800000 EUR	IPA	

	Development of methodological knowledge for preparation of EDP charts Preparation of Description of EDP based on ESA 2010						
RESULTAT A5: Strengthened capacity on production and dissemination of statistical data according to EU requirements, achieved throughout re-design of the IT system							
Upgrade of IT capacities for collection, production and dissemination of data and strengthening the document management system	Capacity building on the newest trends in statistical data dissemination and its implementation in SSO Description of needs and external development of: software on IT system for integrated collection and data processing and software for data dissemination Technical specification for supply contracts Functional description of data warehouse Functional description of document management system Functional description of classification management system	SSO	2019 / I	2021 / IV	750000 EUR	IPA	% of sub-processes of СБПМ encompassed throughout standard tools based on metadata
	Supply of hardware and software for dissemination Upgrade of IT infrastructure (hardware and software) and placing in function the new IT system	SSO	2019 / IV	2020 / III	530 000 EUR	IPA	

Activity	Milestones (sub-activities)	Lead agency	Starting date	Planned completion date	Cost estimate	Reference to funding source	Indicators
OBJECTIVE B) Public service and Human Resource Management							
Integrated and modern performance of the administration by applying the model of human resources management based on competencies							
RESULT B1: Ensuring coherent institutional set-up of the state bodies and inspection services with sufficient autonomy of independent, regulatory and oversight bodies							
B 1.1. Drafting analysis on the organizational and functional (horizontal and vertical) set up of state bodies and inspection services, with recommendations for reorganization due to better coherence and consistency in view of increasing its functionality and efficiency	Creation of working group for drafting analysis	MISA	01.10.2017	01.10.2017	700.000 EUR	IPA	Adopted decision on creation of working group
	Analysis of current legal solutions	MISA	01.10.2017	01.06.2018			Drafted analysis on current legal solutions
	Analysis of facts related to technical equipment and staffing of institutions	MISA	01.06.2018	01.10.2018			Drafted analysis on the facts and conditions in view of the technical equipment and staffing of institutions
	Drafting recommendations on reorganization of state bodies and inspection services	MISA	01.10.2018	01.01.2019			Drafted recommendations on reorganization of state bodies and inspection services
B 1.2 Drafting new legal framework and changes and amendmends of existing laws, following the recommendations on better coherence and consistency by increasing the functionality and efficiency of state bodies and inspection services	Drafting proposals of new laws and changes and amendmends of existing laws	MISA and competent ministries	01.01.2019	01.01.2020	700.000 EUR	IPA	Drafted proposals of new laws and proposals on changes and amendmends of existing laws
	Public debate on the proposed laws	MISA and competent ministries	01.01.2019	01.01.2020			Public debates and consultations held with all stakeholders
	Adoption of proposed laws	Assembly of RM	01.01.2020	05.01.2020			Adopted proposed laws
B 1.3 Re-organization of state bodies following the recommendations on functional analysis and new legal solutions	Drafting Action Plan on re-organization of the state bodies, aimed at institutional, and technical re-organization and re-organization of the staff	MISA	01.01.2020	01.03.2020	80 000EUR	IPA	Drafted Action Plan on re-organization of state bodies
	Re-organization of the state bodies	MISA with	01.03.2020	01.03.2021	1.000.000 EUR	State budget	Re-organization of state bodies

		adequate bodies					
B 1.4 Re-organization of inspection services following the recommendations on functional analysis and the new legal solutions	Drafting Action Plan on re-organization of state bodies, aimed at institutional, and technical re-organization and re-organization of the staff	MISA	01.01.2020	01.03.2020	20 000 EUR	IPA	Drafted Action Plan on re-organization of state bodies
	Reorganization of state bodies	MISA and adequate bodies	01.03.2020 r	01.03.2021	200.000 EUR	State budget	Re-organization of state bodies

RESULT B2: Implemented LEPS and LAS

B 2.1 Elaboration of separate analysis of processes for Human Resource Management and Plan of activities for possible improvement	Analysis on: 1. Harmonization of acts on internal organization and systematization of job positions	MISA	2017/III	2018/I	No separate funds needed	State budget	Number of regulatory changes and instruments on human resources management based on the activity plan Number of staffed human resources management units
	2. Planning and enforcement, employment, mobility, promotion and termination of labour relations	MISA (AA)	2019/I	2019/II	No separate funds needed	State budget	
	3. Management of effect, motivation (system of salaries and stimulations) and responsibility of employees	MISA	2018/I	2018/II	No separate funds needed	State budget	
	4. Plan of activities on possible improvements of human resources management processes	MISA	2019/II	2020/II	No separate funds needed	State budget	

B 2.2 Improvements of software solutions of the introduced human resources management information system (HRMIS) with new functionalities	New functionalities defined	MISA (AA)	2019/II	2022/II	2.050.000 EUR	IPA	Number of newly introduced functionalities in the HRMIS Percentage (%?) of public sector institutions with ICT capacities for support to the HRMIS
B 2.3 Integration of the HRM Network in other international organizations/HRM networks		MISA (AA)	2017/III	2022/IV	300.000 EUR annually, commencing from the first year of membership	State budget	Number of memberships in international organizations/HRM networks (at least 2 by 2022) Number of effected activities within the international organizations
RESULT B3: Established Human resources management based upon competences for public service providers in the public sector institutions							
B 3.1 Developing standards of HRM for the public service providers which are compatible with established standards for administrative servants	Established occupations/professions in the public administration	MISA (AA, MF, Labor Unions and Associations)	2017/III	2021/IV	250.000 EUR	IPA and state budget	Number of changed and amended separate laws with introduced provisions on competences for public service providers
	Created standards for occupations/professions in the public administration	МНОА (AA, MF, Labor unions and Associations)	2021/III	2022/IV	50.000 EUR	IPA and state budget	Number of established occupations/professions in the public administration
RESULT B4: Introduced elements of a system of career							
B 4.1 Establishment of categories of employees following the system of career	Analysis for creating/introducing categories of employees following the system of career	MISA (AA)	2017/IV	2018/I	50.000 EUR	IPA and state budget	Number of established categories Adopted changes and amendmens of LAS
	Drafted document with proposals for legal changes	MISA	2018/IV	2019/I	No separate funds needed	State budget	
B 4.2 Defining criteria for objective selection of each category of employees following the system of career	Public consultations with stakeholders	MISA (AA)	2019/II	2019/III	No separate funds needed	IPA and state budget	Report following consultations with stakeholders Created criteria under each category of employees following the system of

	Drafted document with proposed criteria	MISA	2019/II	2020/II	100.000 EUR	IPA and state budget	career
B 4.3 Implemented criteria for definition and selection under each category of employees following the system of career		MISA (AA)	2020/III	2022/IV	No separate funds needed	State budget	Number of drafted decisions under each category Conducted selection procedures of employees following the system of career based on the introduced legal changes.
RESULT B5: Improved system for professional education and training of administrative servants							
B 5.1 Re-defined status of the Academy	Analysis of the legal provisions on training related to their practical implementation	MISA and bodies	2017/IV	2018/I	No separate funds needed	State budget	Drafted report/information on practical realization of provisions
	Drafting proposal document for changes in the legal framework	MISA	2018/I	2018 /II	No separate funds needed	State budget	Drafted proposal documents
	Procedure of adoption of the new legislation on the status of the Sector for training	MISA	2018 /III	20 18/IV	No separate funds needed	State budget	Adopted legislation on the status of the Academy /Sector for training
B 5.2 Separate trainings for different categories of administrative servants (initial training on newly employed, training for officials – lidership etc.)	Analysis of legal provisions on the possibility of effecting separate trainings		2017/IV	2018/I			Drafted report/information
	Conducting public procurement procedure for contractor of trainings	MISA	2018/II	2018/III	No separate funds needed	State budget	Conducted procedure and selected contractor
	Realization of trainings for separate categories	MISA	2018/II	By the end of 2022	No separate funds needed	State budget	Number of effected trainings

B 5.3 Formal regulation of the status/position of trainers within the administration staff	Analysis of the current situations of trainers and comparative analysis of the experiences in other countries and legal systems	MISA, bodies	SEP,	2017/IV	2018/I	No separate funds needed	State budget	Drafted report/information on the situation
	Drafting proposal documents on regulating the position of trainer	MISA		2018/II	2018/III	No separate funds needed	State budget	Drafted proposal documents
	Adopting legislation on the status/position of trainer	MISA		2018/IV	2019/I	No separate funds needed	State budget	Adopted legislation
	Drafting list of competent servants-trainers	MISA, bodies		2019/I	2019/II	No separate funds needed	State budget	Drafted list of trainers
	Engagement of trainers for the need of the Sector for training	MISA, bodies		2019 /II	By the end of 2022	No separate funds needed	State budget	Number of agreements with trainers

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OBJECTIVE C) Accountability and Integrity							
Promoting the concept of integrity through transparency and accountability orientated towards citizens and the business community							
RESULT C1: Established system of measures for prevention of corruption, conflict of interest and ethic in the public sector							
C 1.1 Improvement of anti-corruption legal framework	(1) selection and systematization of received relevant recommendations on improvements of the anti-corruption legal framework	MoJ – (SCPC, AA, MF, LS, КОМПСИ, DPPD, PRO, SAA, GO and others)	2017/IV	2018/II		State budget	<ul style="list-style-type: none"> - Number of changed and amended laws within the anti-corruption legal framework - Number of adopted bylaws and other instruments for operationalization of the amended anti-corruption legal framework
	(2) Drafting changes and amendmends on laws within the anti-corruption legal framework	MoJ	2018/III	2018/end of IV q		State budget	
C 1.2 Establishing and coordination of the integrity concept in public sector institutions, including limitations of	1. Defining the concept of integrity	SCPC	2017/III	2017/III		State budget	<ul style="list-style-type: none"> - Number of institutions that implemented the integrity concept - Number of implemented recommendations from the conducted analysis of discretionary powers of public functions officials
	2. Analysis of discretionary powers of public functions officials, with	WG	2017/I	2018/IV		donations	

discretionary powers	recommendations					
	3. Drafting an Implementation Plan based on the analysis of discretionary powers of public functions officials	Government of RM	2018/IV	2018/IV		state budget
	4. Drafting changes in the regulation based on the Plan	Competent ministries, MF, SCPC	2019/I	2019/IV		IPA II
	5. Promoting the regulation for conducting corruption risk assessment	MF, SCPC	2017/II	2017/IV		State budget
	6. Conducting trainings for assessment of corruption risks	SCPC	2019/I	Continuous		IPA II
	7. Establishing monitoring methodology for implementation of integrity elements and coordination of public sector institutions	SCPC, other competent institutions signatories of the Protocol for cooperation prevention and repression of corruption and conflict of interests	2019/I	2019/I		IPA II
	8. Strengthening the intra-institutional cooperation, communication and data exchange	SCPC	2019/I	Continuous		IPA II
	9. Introducing advanced specialized platform on e-learning for education on integrity and anti-corruption topics for all state servants	SCPC (GO)	2019/I	2019/I		Donations
	10. Conducting 2 surveys on the citizens' perception on	SCPC, MoJ	2018/I	2019/IV		IPA II

	<p>corruption, awareness of the Law on protection of whistleblowers and trust in the public sector institutions</p> <p>11. Conducting activities on raising the awareness on the positive context of the Law on protection of whistleblowers</p> <p>12. Promoting international cooperation in data exchange area for best practices in prevention of corruption</p>	<p>SCPC, MoJ</p> <p>MoJ</p>	<p>2019/I</p> <p>2018/I</p>	<p>2019/IV</p> <p>continuous</p>		<p>IPA II</p>	
<p>C 1.3 Establishing monitoring mechanisms over the implementation of the Code of conduct</p>	<p>(1) Drafting analysis with comparative experiences on monitoring mechanism for implementation of ethical codes</p> <p>(2) Proposing solutions for establishing mechanism on monitoring ethical codes</p> <p>(3) Conducting survey on the awareness of the Code of Ethics</p> <p>(4) Conducting trainings and strengthening the public awareness on promotion of ethical rules</p>	<p>MISA and other institutions</p>					<p>- Created Council of Ethics</p> <p>- Increased percentage of public sector employees which are familiar with the Code of Ethics for after two years</p>
<p>RESULT C2: Improved active transparency of institutions by establishing and implementing standards, raising the public awareness and strengthening the</p>							

capacities							
C 2.1 Introducing standards for active e-transparency of state administration bodies and local community units (LCU)	1.Drafting analysis of the legal framework and web pages	MISA, MoJ< MLC, KOMSPI, DPDP	2019/I and II	-2019/III		IPA	Adopted Code on transparency
	2. Drafting standards on e-transparency of institutions at central level and transparency standards for the LCU.	MISA	2019/III and IV	-2020/I		IPA	
	3.Adopting Code on transparency	MISA, KOMSPI	-2018/IV	-2018/I		State budget	
	4. Creation of overall regulation system for reporting by state bodies		2019/I	2020/III		IPA	
C 2.2. Strengthening the institutional capacities at central and local level for application of e-transparency standards.	-1.Drafting Training Plan	MISA,MLC KOMSPI	2019/I	2019/I		State budget + IPA	- Number of central level institutions which implemented the standards -Number of local community units which implemented the standards
	-2.Realization of trainings		- 2019/I	- 2019/IV			
	-3.Drafting Plan of activities for raising the awareness on the possibility of active access to information, in line with the Code and its realization		- 2019/IV	-continuously by 2022			
	-4.Monitoring the implementation of standards		2019/I	-continuously by 2022			
C 2.3 Strengthening the capacities and competences of the Commission for Protection of the right to free Access to Public Information.	-1.Drafting analysis and recommendations for improvement of the legal framework	MoJ,KOMSPI	- 2017/III	- 2017/IV			-Increased competences of KOMSPI, with emphasis on the inspection supervision -Number of positively replied requests
	-2.Drafting changes of the Law on free access to information of public character		2018/I	- 2018/II			
	-3.Drafting Plan of						

	trainings and their realisation		2018/I	-continuously by 2022			
RESULT C 3: To ensure effective protection of the rights of individuals in practice before the administrative courts							
D 3.1 Improved legal framework of administrative justice – among others to avoid so called »ping pong« system	Preparation of concept paper of administrative justice Necessary amendments to Law on Administrative dispute are drafted and they are in align with LGAP	Ministry of Justice (Administrative Court and High Administrative Court)	2017/III	2018/II	No separate funds needed	SIGMA and State budget	Amendments to the Law on administrative dispute are adopted by the parliament "Ping pong system" is avoided by introduction of obligation to decide in dispute of full jurisdiction – "in meritum"
D 3.2 Increasing efficiencies of the Administrative court by specialization of administrative judges	Conducting Training need analysis/Training	Academy for Judges and Public Prosecutors (Administrative Court and High Administrative Court)	2017/III	2018/IV	100.000 EUR	Donations	TNA is conducted All judges and associates trained according their need and specialization

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OBJECTIVES D) Service Delivery and ICT support to administration – Provide public services fast and simple							
OBJECTIVE D 1: Informed and satisfied clients							
D 1.1 Introducing and implementing standards for web-presence of institutions, including standards for disabled people	Development and adoption of standards for web-presence, including standards for disabled people	MISA	Q3 – 2017	Q1 – 2018	None	/	Number / % of web pages where the standard for persons of special need with AA level has been implemented
	Analysis of all state bodies web pages and their systems with recommendation for changes/mergers or cancellation,	MISA	Q1 – 2018	Q3 – 2018	None	/	Number / % of web pages where web-presence standard has been applied
	Development of re-organization plan of state web-pages introducing activities following the Plan,	MISA	Q4 – 2018	Q1 – 2019	None	/	
	Plan realisation	MISA	Q1 – 2019	Q4 – 2021	None	IPA and budget	
D 1.2 Continuous implementation of instruments for client satisfaction measurement	Revision of current instruments for client satisfaction measurement (Quality barometer, Assess the administration and others)	MISA	Q1 – 20xx	Q1 – 20xx	None	/	Number of institutions implementing the client satisfaction instruments
	Regular use of current instruments for client satisfaction measurement	MISA	Q2 – 20xx	Q4 - 20xx	?????	Budget, donors	

D 1.3 Establishing procedures on regular reporting to administration and the public on changes in providing public services	Regular and timely training of employees Introducing procedures on regular promotion of novelties for public services	Competent institutions MISA	Upon request Q4 – 2017	/ Q3 – 2018	None None	/ /	Number of subscribers for reporting
RESULT D 2: Increased quality and accessibility to public services;							
D 2.1 Establishment and implementation of "Single Point of Services"	Establishing pilot centre, Defining minimum conditions for establishing ETU Feasibility study on follow-up centres, Establishing organizational unit responsible for the centres, Establishing new centres, Development of Communication Plan for the Centres, Promotion of centres, Adaptation of internet clubs into ETU centres	MISA MISA MISA MISA MISA MISA MISA	Q1 – 2017 Q2 - 2017 Q2 - 20 Q2 - 20 Q2 - 20 Q2 - 20 Q2 – 20 Q4 - 2017	Q1 – 2018 Q1 - 2018 Q4 – 20 Q4 – 20 Q3 – 20 Q2 – 20 Q2 – 20 Q3 – 2018	 1800000 MKD ??? ??? ??? ??? ???	 IPA IPA	Number of offered services via ETU Number of conducted procedures via ETU % of conducted procedures vis-à-vis the overall number of implemented services (per service) Number of institutions providing services via ETU Number of contact points for OSS/ SPS/ ETU
D 2.2, Establishment of functional one-stop-shop system for business licenses and permits	1, Design and reorganization of processes for issuing business licenses and permits 2, Introducing electronic working processes 3, Software design, testing and introduction of use 4, Procurement of adequate equipment for functioning of software 5, System maintenance	GORM GORM and competent institutions GORM GORM and competent institutions	Q4 2018 Q4 2018 Q4 2018 Q4 2018	Q3 2019 Q4 2020 Q4 2019 Q4 2019	2.000.000 EUR (for activity 1,2,3 и 5) 500.000 EUR (for activity 4)	Budget+IPA	- Number of introduced electronic procedures for businesses - Decreased business costs

		GORM and competent institutions	Q1 2019	Continuously			
D 2.3 Implementing re-engineering of public services throughout optimization and digitization, where the client has the central position	<p>Inserting public services data, described in laws and in the Services Catalogue</p> <p>Approval of inserted data in the Catalogue</p> <p>Qualitative analysis of the Catalogue data by determining which services should be reviewed,</p> <p>Re-engineering and optimization of services,</p> <p>Communication with the business and civil sector on the needed services</p> <p>Digitalization of processes throughout interoperability</p> <p>Development and data inserting in the e-services registry,</p> <p>Feasibility study on determining the fee costs for e-services</p>	<p>MISA</p> <p>Competent institutions</p> <p>MISA</p> <p>Competent institutions and MISA</p> <p>MISA</p> <p>Competent institutions and MISA</p> <p>MISA</p> <p>MISA</p>	<p>Q1 - 2017</p> <p>Q2 - 2017</p> <p>Q2 - 2018</p> <p>Q4 - 2018</p> <p>Q4 - 2018</p> <p>Q2 - 2017</p> <p>???</p> <p>???</p>	<p>Q2 - 2018</p> <p>Q1 - 2018</p> <p>Q3 - 2018</p> <p>continuous</p> <p>continuous</p> <p>continuous</p> <p>???</p> <p>???</p>			<p>Number of consultations with citizens</p> <p>Number of digitalized services</p> <p>Number/% of re-engineered services</p>

D 2.4. Introducing standards for good quality data and service delivery	Finalization of data quality standards and their adoption,	MISA	Q2 – 2017	Q3 – 2018			Number of conducted revisions on the level of compliance with the quality standards
	Improving standards on semantical interoperability of registries	MISA	Q2 – 2018	Q4 – 2018			Number of institutions using tools and techniques for quality assurance (ex European Fondation on quality management, Joint assessment framework and other international standards)
	Integration of data quality standards into relevant laws,	MISA	Q4 – 2018	Q4 – 2019			
	Development of plan for application of data quality standards,	MISA	Q4 – 2018	Q4 – 2019			
	Development of standards for providing services and directions for their implementation,	MISA	Q4 – 2017	Q4 – 2018			
D 2.5 Providing continuous professional trainings and education in the ICT area for IT staff in the institutions	IT capacities and human resources analysis in the institutions	MISA	Q4 – 2017	Q1 – 2019			Drafted plan on organization and implementation of professional trainings and education
	Development of plan for organization and conducting professional trainings and education	MISA	Q1 – 2019	Q2 – 2019			
	Drafting proposal for systematic solution on motivation and stability of IT human resources	MISA	Q1 – 2019	Q1 – 2020			
RESULT D3 Enabled digital environment that provides access to and use of integrated e-services							
D 3.1 Developing a portal with integrated e-services at a high level of sophistication.	Expanding the interoperability system with new web services from existing and/or new institutions	MISA	Q2 – 2017	Q4 – 2022		IPA and budget	Number of web-services available on the interoperability system
	Needs analysis on functionalities (registration, payment, delivery and many others),	MISA	Q1 – 2017	Q3 – 2017			Number of e-services on the portal Number of registered users of the portal

	<p>Analysis of developed e-services that need to be integrated in the portal, those that need higher level of upgrade and those that need to be developed,</p> <p>Development of new or upgrade of existing e-services,</p> <p>Development of the portal (following „life events“),</p> <p>Promotion of the portal,</p> <p>Portal maintenance (as process, not event)</p>	<p>MISA</p> <p>MISA</p> <p>MISA</p> <p>MISA</p> <p>MISA</p>	<p>Q1 – 2017</p> <p>Q2 – 2017</p> <p>Q2 – 2017</p> <p>Q3 – 2017</p> <p>Q3 – 2018</p>	<p>Q3 – 2017</p> <p>Q2 – 2018</p> <p>Q3 – 2018</p> <p>Q2 – 2018</p> <p>continuous</p>			
D 3.2 Digitalization of registries for providing public services	<p>Identification of key registries in non-digital format,</p> <p>Digitalization of registries following the quality standards,</p> <p>Development of population registry</p> <p>Legal regulation of the population registry</p> <p>Development of registry of registries,</p>	<p>MISA</p> <p>Competent institutions</p> <p>MISA and SSO</p> <p>MISA and competent institutions</p> <p>MISA</p>	<p>Q2 – 2017</p> <p>Q1 – 2018</p> <p>Q1 – 2017</p> <p>Q2 – 2017</p> <p>Qx – 20xx</p>	<p>Q3 – 2018</p> <p>Q4 – 2022</p> <p>Q3 – 2018</p> <p>Q4 – 2018</p> <p>Qx – 20xx</p>		Budget	Number/ % of necessary digital registries for providing PS
D 3.3 Establishing a system for electronic identification and authentication.	<p>Analysis and feasibility study on national solution to encompass a national CA v.s. commercial publishers, mobile identification models, electronic ID, accepting existing methods on electronic identification such as HIC, with recommendations on SSO (Single Sign On) solution</p>	<p>MISA</p>	<p>Q1 – 2018</p>	<p>Q1 – 2019</p>			Status of National System on electronic identification and authentication of users (analysis, preparation, ...)

	Development and analysis of the solution stated in the analysis	MISA and competent institutions	Q1 – 2020	Q4 – 2022			
RESULT D 4 Rational investment in developing digital environment							
D 4.1 Development of e-Government Strategy and policy for using "cloud" infrastructure in central and local authority bodies	Development of e-Government Strategy and Action Plan for implementation,	MISA	Q3 – 2017	Q2 – 2018			Status of e-Government Strategy (being developed, adopted, monitored, etc)
	Development of policy for use of „cloud“ infrastructure,	MISA and competent institutions	Q3 – 2018	Q2 – 2019			Status of the policy for use of „cloud“ infrastructure (being developed, adopted, monitored, etc)
	Monitoring of the realization of the Strategy and Policy,		Q2 - 2019	continuous			
D 4.2 Introducing central project coordination and management in the field of e-Government and ICT	Feasibility study on the need for creation of central organizational structure for project coordination and management in the field of e-Government and ICT, with recommendations and action plan.	MISA	Q2 – 2017	Q2 – 2018			Drafted feasibility study
	Implementation of the Action Plan	MISA	Q3 – 2018	continuous			% of implementation of the Action Plan
D 4.3 Improving channels of electronic communication among administration employees	Introducing ICT policies for electronic communication among administration employees	MISA	Q3 – 2017	Q2 – 2018			% of administration employees who have e-mail account in the adequate sub-domain under gov.mk domain
	Opening of e-mail accounts for each administrative servant in the adequate sub-domain under gov.mk domain	Competent institutions	Q3 – 2018	Q3 – 2019			
	Revision of the Regulation on office and archive work with electronic exchange	MISA	Q3 – 2017	Q3 – 2018			
D 4.4 Expanding the use of the Electronic Learning Platform (LMS) in the administration	Including new institutions-users in the Platform	MISA	Q2 – 2017	Q4 – 2022			Number of institutions attached to the Platform
	Development of new e-content and their placing on the Platform	MISA and competent	Q4 – 2017	Q4 – 2022			Number of available e-content on the Platform

	Capacity building among MISA for development of new e-content	institutions MISA	Q1 – 2018	Q3 – 2018			
D 4.5 Introducing pointers on eco-work in digital environment	Feasibility study on introducing eco standards Establishing „smart“ offices	MISA MISA competent institutions and	Q1 – 2019 Q1 – 2020	Q2 – 2020 Q4 – 2022			Drafted study Number of smart offices