Risk assessment table / PFM RP Action Plan 2025

No.	Functional area	Impact area	Risk trigger event, situation or factor	Risk level	Mitigation measure	Responsibility	Deadlines (dd/mm/yyyy)			Completed ? (Yes / No)	Risk active / closed ?
Pillar I - Economic Analysis, Macroeconomic and Fiscal Framework											
	Priority 1. Tax Revenue forecasting and reporting	**Measure 1**: Improved reporting on tax expenditures and other tax indicators **Measure 2**: Enhancing capacity for application of tax models	Lack of sufficient technical assistance	Moderate	Realisation of permanent trainings of the employees	MoF and partners for technical assistance	31	12	2026	No	Active
			lack of necessary data		Signing protocols with the relevant institutions	MoF and relevant institutions					
	Priority 2. Economic Analysis and Macroeconomic Forecasting	**Measure 1:** Capacity building for economic analyses **Measure 2:** Developing new macroeconomic models **Measure 3:** Fiscal risks	Inconsistency of published statistical data or unavailability of data when preparing an analysis of economic movements and a medium-term macroeconomic scenario.	Moderate	Communication with the competent institutions that publish data, in order to clarify any discrepancies in the data	MoF	31	12	2026	No	Active
	Priority 3. Strengthening Debt Management	**Measure 1:** Reducing operational risks at public debt management **Measure 2:** Increasing transparency of public debt **Measure 3:** Introducing New Debt Instruments	Non-functioning and obsolescence of IT systems and equipment	Moderate	The process of developing a system for conducting government securities auctions is underway, which will be transferred from the NBRSM platform to a new, more secure environment with the possibility of upgrading according to needs and the possibility of adjustments according to legal changes, which will enable a more modern system for conducting government securities auctions. Development and possession of a Business Continuity Plan, User Documentation, Functional Specification and Change Assessment Document.	MoF	31	12	2027	No	Active
			Outflow of educated staff		Permanent training and improvement of the existing staff in the public debt management unit is needed						

Pillar II - Revenue Mobilisation

Priority 1. Tax and Customs Policy	**Measure 1**: Improved Revenue Legislation Framework, Harmonised with the EU Acquis and best practices	Insufficient training of employees	Moderate	Organizing and implementing regular training and education of staff	MoF and PRO	31	12	2028	No	Active
Priority 2. Tax Administration	**Measure 1:** Strengthen administrative capacity for better revenue collection and tax compliance	Insufficient commitment to high management	Low	Establishment of Reform Steering Committee	PRO (PRO's Collegium)	1	1	2024	Yes	Closed
		Lack of finance	Moderate	Strong commitment and coordination of all stakeholders to secure finance	PRO (Hight menagment), MF	1	1	2025	Yes	Closed
	Measure 2: Digital transformation of the PRO through the establishment of an Integrated Tax Information System (ITIS)	Regular and accurate delivery of contracted goods and services	High	Implementation of project activities for the introduction and coordination of the performance of each functional unit. Continuous monitoring of contracts for the delivery of goods and services and regular control of the quality of delivery	PRO (Hight menagment),Sector for Financial Affairs, Reform Management Unit,Sector for digitalization	1	1	2028	No	Active
		Involvement of other concerned institutions and third parties to cooperate with the PRO in the implementation of the program in the area of system integration and regulatory harmonization/Disinterest of concerned third parties may jeopardize implementation.	High	Formation of joint working groups/councils with stakeholders	PRO, MF	1	1	2028	No	Active
		Appropriately designed/redesigned business processes	Moderate	Conducting a comprehensive analysis and understanding of the needs of taxpayers and the community; • Using experiences from other tax administrations; Forming working groups	PRO, (Reform Management Unit, Sector for digitalization, Tax functions)	1	1	2028	No	Active
		Lack of expertise and commitment of PRO employees, especially IT staff	Moderate	Strong commitment and coordination of all stakeholders to increase the capacity of IT staff	PRO (Hight menagment), Sector for Human Resources, Tax Academy, Sector for Financial Affairs)	1	1	2028	No	Active
		Adequate information to the public and stakeholders	Low	Preparation of a communication plan; Coordination of information that is placed in the public, cooperation with all stakeholders	PRO (Directorate for Digital Transformation, Sector for Support of the Director and Public Relations)	1	1	2028	No	Active
		Significant changes in the legislation	High	Harmonization with existing legislation	PRO, MF				No	Active

Priority 3. Customs	**Measure 1.** Strengthening joint control mechanisms and capacities in order to combat illegal trade and organized crime **Measure 2**: Modernization and digitization of customs services	A different level of staffing of customs services can be an incentive for organized criminal networks to redirect their operations to border points with weaker customs control.	Medium	Adequate education of human resources according to needs and provision of appropriate technical means for better equipment, monitoring of the situation and coordination of all border points, including cooperation with other institutions with competences at border crossings.	Customs Administration, Ministry of Finance	31	12	2028	No	Active
		Timely and quality implementation of trainings for handling the new sophisticated control equipment		Coordination between the concerned organizational units in the Customs Administration, the project teams and the staff of the Customs Administration during the definition and implementation of the trainings	Customs Administration					
		Untimely implementation of all stages in the process of alignment with EU systems		Timely provision/approval of available financial resources, Commitment and timely coordination of all stakeholders	Customs Administration, Ministry of Finance, (EU)					
Pillar III - Planning and Budget										
Priority 1. Budget Planning	**Measure 1:** Improving medium-term planning **Measure 2:** Improved budget planning and developing of measurable performance indicators **Measure 3:** Fiscal consolidation for graduale and sustainable reduction of budget deficit	Human potential for implementation	Average	Personnel strengthening in the Ministry of Finance and budget users through training and professional development	Ministry of Finance and Budget users	31	12	2028	No	Active
Priority 2. Strengthened Public Investment Management	**Measure 1:** Efficient coordination and development of public investment management processes **Measure 2:** A single list of estimated capital public investment projects has been established. **Measure 3:** Efficient and effective monitoring of capital investments	Insufficient training of staff for efficient and effective implementation of activities Failure to provide the necessary data and documents or poor quality of those provided by relevant institutions to the Public Investment Management Sector	High	The employees of the Public Investment Management Sector cooperate with foreign experts who transfer their knowledge to them. Organizing additional trainings, workshops and exchange of experiences with experts in this field from other countries mitigate the risk Coordination and communication with relevant public entities through active involvement in decision-making processes, support in information exchange and facilitation of inter-institutional cooperation	MoF	31	12	2028	No	Active

Priority 3. Strengthening the accounting of budgets and budget users	**Measure 1:** Establishment of different funds in the state institutions and development of different financial instruments **Measure 2:** Strengthening the capacities of various institution	Untimely adoption of legal amendments	Moderate	Strong commitment and coordination of all stakeholders	MoF	31	12	2028	No	Active
Priority 4.PFM at Local Level	**Measure 1:** Improving the Budget Planning of Local Self-Government Units	Untimely adoption of legal and by-laws from the scope of work of the Sector for Budgets and Funds, as well as delays in the execution of obligations	Average	Internal staff strengthening in the Ministry of Finance	Ministry of Finance and municipalities	31	12	2028	No	Active
	Measure 2: Financial Discipline, Increased Transparency, and Accountability of Local Authorities					31	12	2028		
Pillar IV - Public Procurement										
Priority 1. Public Procurement Policy	**Measure 1:** Improving the cooperation among the key institutions in the public procurement system	Whether all concerned institutions will be involved in the activities of the advisory group	Low	Ensuring strong commitment, effectiveness and coordination between stakeholders	PPB	31	12	2026	No	Active
	Measure 2: Improved implementation of the Law on Public Procurement	Guides and tools for support are not userfriendly/not used by the contracting authorities	Low	Constant observation and monitoring Development of new supplementary activities	PPB	31	12	2026	No	Active
	Measure 3: Introducing new system for education within PPB	Untimely adoption of the legal changes regarding the education system of the Public Procurement Bureau	Substantial	Timely initiation of the procedure for legal amendments	PPB/MF/GOV/Assembly	31	12	2026	No	Active
Priority 2. Public Private Partnerships (PPPs) and Concession on goods of general interest	Adoption of the Law on Public Private Partnership	The Proposal Law on public private partnership is in the phase of sent requests for opinion from the relevant institutions.After the harmonazing with the opinions the Draft Law on public private partnership will be delivered in the Government procedure.Establishment of the Single ealectronic System for Public Private Partnership	Substantial	Ensuring strong commitment, effectiveness and coordination between stakeholders	Government/Assembly	30	6	2026	No	Active

Pillar V - Public finance digitalisation and continuous learning										
Priority 1: Implementation of the Integrated Financial Management Information System (IFMIS)	**Measure 1:** Development of IFMIS as an integrated centralized web-based system	Non-compliance with the deadlines and provisions of the Implementation Agreement by the selected economic operator	Medium	Regular monitoring of the deadlines and provisions of the Contract through the appointment of a responsible person	MoF	31	12	2026	No	Active
Priority 2. Public Finance Academy (Learning organization)	**Measure 1:** Digital Presence of the Public Finance Academy	R1: Lack of financial resources for the establishment of an online platform R2: Insufficient platform functionality and performance, leading to unsatisfactory usability and inability to meet users' expectations and needs	High	R1: Phased establishment of the online platform according to priorities and available financial resources. R2: Implementation of a pilot phase with a limited number of users to test functionality and performance prior to full deployment.	MoF	31	12	2026	No	Active
	Measure 2: Development of a programme for head servants	Insufficient interest or engagement from the target group, which may result in low participation, limited implementation of the programme, and reduced impact of the activity.	Medium	Conducting a needs assessment prior to designing the programme, clear communication and promotional strategy, online/hybrid approach and adjusted schedules to facilitate participation, continuous communication and satisfaction monitoring, regular feedback and adaptation of the programme according to needs.	MoF	31	12	2028	No	Active
	Measure 3: Engagement of Stakeholders and the Public	R1: Insufficient cooperation of stakeholders in providing information for the publication of blogs, articles, and announcements R2: Lack of support and insufficient financial resources for the organization of the annual "All Together" meeting	Medium	R1: Encouraging cooperation through formal recognition (certificates of appreciation, promotion of authors, inclusion in annual reports). R2: Combining the event with other planned activities or projects in order to optimize costs.	MoF	31	12	2026	No	Active
	Measure 4: Sustainable Finance in the Public Sector	Insufficient institutional capacity and resistance to change within the public sector, which may lead to slow implementation of sustainable finance principles and limited integration into budgeting and financial processes.	Medium	Organizing trainings and workshops for public officials on sustainable finance principles and tools, securing high-level support to reduce institutional resistance.	Mof	31	12	2026	No	Active
Pillar VI - Public Internal Financial Control										
Priority 1. Financial Management and Internal Control	**Measure 1:** Creating the conditions for improvement of a system of financial management based on risk management	Poor quality/unobjective/untimely preparation and submission of the Annual Report on the Internal Financial Control System in the Public Sector Untimely/inadequate/non-compliant preparation of by-laws/methodological tools for FMC in accordance with the requirements of the European Union/international standards Continuous training of human resources	Medium	providing continuous training and exchange of experiences from other countries	MoF and public sector entities	31	12	2028	Yes/No	Active
Priority 2. Internal Audit	**Measure 1:** Strengthening the Quality of Work of the Internal Audit Units in the Ministries	Unobjective implementation/misuse of data and unauthorized use of information in the Internal Audit Function Quality Review Untimely/inadequate/inconsistent preparation of bylaws/methodological tools for Internal Audit in accordance with European Union requirements/international standards Continuous training of human resources				31	12	2028	Yes/No	Active

Pillar VII - External Control and Parliamentary Oversight

Priority 1: External Audit	**Measure 1:** Strengthen the legal framework for external audit	New draft State Audit Law for strengthening SAO financial and operational independence not submitted and not adopted by the Assembly of RNM;	Moderate	Within the Twinning project activities, new draft State Audit Law was prepared. Opinion on the draft law was provided from: the twinning partner SAIs of the Republic of Croatia and the Republic of Bulgaria;DG Budget of the European Commission; and INTOSAI Development Initiative (IDI). Auditor General handed over the draft State Audit Law to the Minister of Finance for further action and meetings are held between representatives from bouth instituions.	State Audit Office, Ministry of Finance and Assembly of RNM	31	12	2026	No	Active
	Measure 2: Strengthening the institutional capacities and HR capacities of the SAO	Risk of insufficient funds may delay capacity strengthening, mitigated through strategic workforce planning, prioritised training, staff retention measures, phased recruitment, and securing sustainable budget and external support.		Implemention SAO Strategic documents, including SAO HR strategy including targeted recrumenet, trainings, continuous professional training, retention incentives, clear performance management in line with INTOSAI standards , and secured sustainable budget support.		31	12	2028	No	Active
Priority 2: Parliamentary Oversight	**Measure 1:** Establishing a mechanism for reviewing audit reports and the measures taken following the recommendations given in the audit reports in the RNM Assembly	Inability to sign a Memorandum of Cooperation between the Assembly and the SAO;	Moderate	Full implementation of the Memorandum of Cooperation is expected following the adoption of the new State Audit Law.	SAO, Assembly of RNM	31	12	2026	No	Active
		Inability to prepare and adopt final/proposal procedures in the SAO and the Assembly for submission and review of audit reports and other documents.		In the framework of activitie of component 3, written procedures for the Parliament of the Republic of North Macedonia have been developed for the delivery and review of audit reports and other documents to/by the Parliament. The adoption of the new State Audit Law is expected, followed by the alignment of the content of the procedures with the Law and their subsequent adoption		31	12	2026	No	Active
	Measure 2: Strengthening institutional capacities for reviewing audit reports in RNM Assembly	Inability to conduct trainings in accordance with the Training Plan for the Members of Parliament and employees of the RNM Assembly Service in order to facilitate the understanding of the audit reports and preparation for the debate on the audit reports.		Towards the end of 2025, the SAO submitted to the Parliamentary Institute, within the Parliament, proposed training topics and activities for the 2026 Training Programme, which was reviewed and adopted in January 2026.		31	12	2026	No	Active