Republic of North Macedonia

Ministry of Finance

ACTION PLAN
FOR IMPLEMENTATION OF THE
PFM REFORM PROGRAMME FOR 2026

2026

PILLAR: I - Economic Analysis, Macroeconomic and Fiscal Framework				
PRIORITY 1: Tax revenue forecasting and reporting				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
i) There is a narrower discrepancy between planned and realized amounts in total and individual tax revenues, suggesting improved forecasting	Deviation in total revenues and revenue composition between planned and actual amounts, as used in PEFA PI3* as part of SIGMA*. Grades based on the Program: A, B, C, D (highest grade is A and lowest is D) *https://www.pefa.org/resources/calculation-sheet-revenue-composition-outturn-pi-32-november-2018 *https://www.sigmaweb.org/	Score B	Score B	Score A
ii) Enhanced public awareness of tax expenditures and other tax indicators	Reports on tax expenditures are prepared and submitted as part of the Final Account of the Budget of the Republic of North Macedonia and a report on other tax indicators is prepared	Annual report on tax expenditures prepared and submitted as part of the Final Account of the Budget of the Republic of North Macedonia; Completed training for the preparation of a tax indicatos report on: -VAT– GAP; -C-efficiency;	Annual report on tax expenditures prepared and submitted as part of the Final Account of the Budget of the Republic of North Macedonia; Prepared tax indicators report on: - VAT – GAP; - C-efficiency; Completed training for the preparation of a tax indicators report on: - Tax buoyancy and tax elasticity ratio - Effective marginal tax rates (EMTR), and - Effective Average Tax Rates (EATRs)	Annual report on tax expenditures prepared and submitted as part of the Final Account of the Budget of the Republic of North Macedonia; Prepared tax indicators report on: - VAT – GAP; - C-efficiency; -Tax buoyancy and tax elasticity ratio - Effective marginal tax rates (EMTR) and - Effective average tax rates (EATRs)
iii) Increased capabilities for MoF employees for application of tax models, forecasting, and revenue monitoring	Employees is fully trained for application of revenue forecasting tax models, monitoring tax revenue, revenue monitoring and estimating tax expenditures	Regular annual employee training on the application of tax models	Regular annual employee training on the application of tax models	Regular annual employee training on the application of tax models
MEASURE 1: Improvig reporting on tax expenditures and other tax indicators				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**

Preparation of reports	Number of submitted reports and conducted trainings for preparation of the reports	1 Annual tax expenditures report prepared and submitted as part of the Final Account of the Budget of the Republic of Notrth Macedonia Conducted 2 trainings for preparation of report for tax indicators (VAT-GAP and C-Efficiency)	1 Annual tax expenditures report prepared and submitted as part of the Final Account of the Budget of the Republic of Notrth Macedonia; Prepared 1 report on tax indicators (VAT – GAP; C-Efficiency;) Conducted 4 trainings for preparation of report for tax indicators (Coefficients for tax buoyancy and tax elasticity estimated effective marginal tax rates (EMTRs) and effective average tax rates (EATRs))	1 Annual tax expenditures report prepared and submitted as part of the Final Account of the Budget of the Republic of Notrth Macedonia; Prepared 1 report on tax indicators (VAT – GAP; C-Efficiency; Coefficients for tax buoyancy and tax elasticity estimated effective marginal tax rates (EMTRs) and effective average tax rates (EATRs);)
Deliverables in 2026:	- Training of employees in the Department of Public Revenue and Tax and Customs Policy at the Ministry of Finance - Prepared Annual Tax Expenditures and signed protocols for data sharing with the PRO and CA			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Implementation of training on preparation of annual tax expenditures and preparation of protocols for data sharing with the PRO and CA Office	Q1/26	Q4/26	MoF	PRO and CA		IMF
2. Preparation of VAT gap Report - employee training - application guide 3.Preparation of C-Efficiency Report - employee training - application guide	Q3/26	Q4/26	MoF	PRO and CA	EUR 40,000 for 2026 (budgeted ammount for activity 1,2 &3)	WB
MEASURE 2: Enhancing the capacity for application on tax models						

2026 Action Plan for Implementation of the PFM Reform Programme

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
Enhancing capacity of employees in the Public Revenue and Tax and Customs Policy Department in the Ministry of Finance for the application of tax models	Number of conducted tailor-made training of employees	Implemented 3 trainings of the employees for the application of tax models (CIT, PIT and VAT), with extensions with a module for tax expenditures; Implemented 2 trainings for Power BI	Implemented 4 training trainings of the employees for the application of tax models (CIT, PIT, VAT and Excise) implemented, with extensions with a module for tax expenditures; Conntinious training for Power BI	Implemented regular annual employees training in tax modeling with extensions with a module for tax expenditures, and using the Power BI tool Tax models fully implemented, with extensions with a module for tax expenditures, and using the Power BI tool
	Number of tax models fully operational; new modules for tax expenditures developed and Power BI tool installed	3 Tax models (CIT, PIT, VAT) implemented, with extensions with a module for tax expenditures Power BI tool installed	4 Tax models implemented (CIT, PIT, VAT and Excise), with extensions with a module for tax expenditures	Tax models fully implemented, with extensions with a module for tax expenditures, and using the Power BI tool
Deliverables in 2026:	- Training of employees of the Public Revenue and Tax and Customs Policy Department in the Ministry of Finance on the application of tax models and prepared manualsfor the application of the appropriate models for PIT, CIT and VAT			

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1.Tax model for PIT updating and supplementing with extensions with a tax expenditure module - Training of employees	Q1/26	Q4/26	MoF	PRO and CA	EUR 90,000 for 2026 (budgeted ammount for activity 1,2,3 & 4)	WB
2.Tax model for CIT updating and supplementing with extensions with a tax expenditure module - Training of employees - application guide for tax model	Q1/26	Q4/26				
3.Tax model for VAT updating and supplementing with extensions with a tax expenditure module - Training of employees	Q1/26	Q4/26				
4. Power BI training conducted: - Training of employees - application guide	Q1/26	Q4/26				
					TOTAL:	**EUR 130.000**

2026 Action Plan for Implementation of the PFM Reform Programme

PILLAR I: Economic Analysis, Macroeconomic and Fiscal Framework				
PRIORITY 2: Economic analysis and Macroeconomic forecasting				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Impact assessment of certain economic policies, reforms or measures and carrying out of additional economic analyses	•Deviation between realised and forecasted GDP •Deviation between actual and budgeted expenditures for specified risk-prone expenditures	Number of conducted trainings and workshops on the assessment of the impact of structural policies using existing and new tools	Number of preparered economic analyses and impact assessments on labour market developments, informal economy, economy's productivity and competitiveness, etc	/
Improved quality and coverage of projections for macroeconomic indicators		Development of new tools for macroeconomic planning and forecasting as well as policy analyses: - Developed macro-fiscal structural model - Developed module for climate impact assessment within the macro-fiscal structural model	Developed action plan for development of a CGE model	Carrying out initial activities included in the action plan for development of a CGE model
Increased scope of fiscal risks assessment and analyses		- Revised Plan of Activities to Strengthen Capacity for Assessment and Fiscal Risks Analyses - Institutional framework for fiscal risks improved	Realized plan of activities to strengthen capacity for assessment and analysis of fiscal risks	/
MEASURE 1: Capacity building for economic analyses				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
To strengthen the capacities of the beneficiaries for economic analyses in order to provide policy makers information on the expected results of the proposed economic measures, including through introduction of additional macro fiscal toolkits	Assessment of the impact of certain economic policies, reforms or measures and implementation of additional economic analyses	Number of conducted trainings and workshops on the assessment of the impact of structural policies using existing and new tools	Number of preparered economic analyses and impact assessments on labour market developments, informal economy, economy's productivity and competitiveness, etc.	/

Deliverables in 2026:	- Trainings of employees in the Ministry of Finance for the analysis of macroeconomic data - Developing a tool model for assessing the impact of economic policies and reforms with a financial programming model

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Increasing the scope of economic analyses. Continuation of the development of a new tool to improve analyses of the economic trends including: labor market developments, the informal economy, the assessment of the productivity and the competitiveness of the economy, etc.	Q1/25	Q4/26	MoF (MPD, DT, DBF, DPD)	/	EUR 70.000 for 2026	External financing Swiss State Secretariat for Economic Affairs (SECO)
2. Economic policy impact assessment. Continuation of the development of a new tool to improve assessment of the impact from certain economic policies, reforms or measures.	Q1/25	Q4/26	MoF MPD, DT, DBF, DPD)	/		

MEASURE 2: Developing new macroeconomic models

Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Strengthening the capacity of the Ministry of Finance for macroeconomic forecasting and analyses, including by development of new econometric models.	New macroeconomic models in the preparation of budget documents and the Program for Economic Reforms	New tools (short-term and macro-fiscal structural models) for forecasting and analysis: - Developed macro-fiscal structural model and conducted trainings and workshops - Conducted activities for the development of a module for the impact of climate change within the macrostructural model and conducted training and workshops.	Developed action plan for development of a CGE model	Carrying out initial activities included in the action plan for development of a CGE model

Deliverables in 2026:	- New macroeconomic models in the preparation of budget documents and the Program for Economic Reforms - Developing a macro-fiscal structural model

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**

1.Developing macroeconomic forecasting tools: - Macro –fiscal structural model to be developed	Q1/25	Q4/26	MoF (MPD, DT, DBF, DPD)	Parliament-BO &PI); Fiscal Councl	EUR 70.000 for 2026	Eur 7.100.000 m.e. for World Bank project 'Strengthening fiscal governance in the Western Balkans 2023-26' (World Bank) under the EU TF on strengthening the fiscal governance in the Western Balkans.

MEASURE 3: Fiscal Risks

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
To strengthen the institutional architecture of beneficiaries for fiscal risks assessment in order to provide timely information on potential threats to the country's fiscal position and an integrated approach to managing these risks	Comprehensive reporting (Fiscal Risks chapter in the Fiscal Strategy, Fiscal Registry and Reports) on: liabilities of central and local governments; PPP associated risks; summary of risks identified by the biggest SoEs; comparison of macro-fiscal forecast scenarios; and risks related legal cases In parallel fiscal risks assessment and analysis to be enhanced. Develop recommendations for mitigation of fiscal risks.	- Revised Plan of Activities to Strengthen Capacity for Assessment and Fiscal Risks Analyses - Institutional framework for fiscal risks improved	Realized plan of activities to strengthen capacity for Assessment, Analysis and Mitigation of Fiscal Risks	

Deliverables in 2026:	- Trainings of employees in the Ministry of Finance for fiscal risks analysis

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Implementation of a plan with activities to strengthen the capacities for fiscal risks analyses in line with FAD/IMF recommendations	Q1/25	Q3/27	MoF (MPD, DBF, DT, DPD, LD)	/	EUR 70.000 for 2026	IMF missions on Fiscal Risks/EU
2. Development of a Fiscal Risk Registry and promotion of Institutional Framework according to the best regional and EU practices	Q1/25	Q4/27	MoF (MPD, DBF, DT, DPD, LD)	/		
					TOTAL:	**210,000**

PILLAR 1: Economic Analysis, Macroeconomic and Fiscal Framework							
PRIORITY 3: Strengthening Debt management							
Priority outcomes	**Priority indicators**			**Target FY 2026**		**Target FY 2027**	**Target FY 2028**
Strengthened public debt management in the medium and long term	Increased grade for the indicator 6.4.1 – Quality of public debt management in the SIGMA report			/		/	Improvement of the sub indicator in the SIGMA report for government debt risk mitigation
Measure objective:	**Measure indicator:**			**Target FY 2026**		**Target FY 2027**	**Target FY 2028**
More efficient public debt management by optimizing risks which public debt portfolio is susceptible to.	Number of external debt orders paid electronically			100% of external debt orders to be realized electronically		/	/
	Increased number of employees responsible for public debt management			13 employees for public debt management		15 employees for public debt management	17 employees for public debt management
	Procedure for Quarterly debt reconciliation with foreign creditors			/		/	/
Deliverables in 2026:	- 100% of external debt orders to be realized electronically - 2 new employments in PDMD - Adopted procedure for Quarterly debt reconciliation with foreign creditors						
ACTIVITY		**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
		START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Introducing e-banking with NBRNM for external debt repayment		2025	2026	Ministry of Finance	NBRNM	/	/
2. Strengthening public debt management capacities		2025	2028	Ministry of Finance	Agency for administration	EUR 14,200	National Budget
3. Reconciling the debt stock with the creditors		2024	2026	Ministry of Finance	Multilateral, bilateral and private creditors	/	/
MEASURE 2: Increasing public debt transparency							
Measure objective:	**Measure indicator:**			**Target FY 2026**		**Target FY 2027**	**Target FY 2028**
Transparent presentation of public debt in line with international methodologies and standards	Publication of general government debt in accordance with the Maastricht criterion			The general government debt is harmonized with the Maastricht criterion		/	/

Deliverables in 2026:	- Draft version of the Annual Borrowing Plan - Prepared draft amendments to the Law on Public Debt in order to harmonize the definition of general government debt with the Law on Budgets					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Amendments to the Law on Public Debt in order to align it with the definition of general government debt in accordance with the Organic Budget Law	2025	2026	MoF	EU, World bank	/	/
2. Incorporating debt data in the Budget document	2025	2028	MoF	/	/	/
3. Publication of the Annual Borrowing Plan	2025	2028	MoF	World Bank	EUR 10.000	Missions implemented through the World bank - Government Debt and Risk Management Program (GDRM Program) – 3rd phase
4. Improving Debt Reporting	2025	2028	MoF	World bank	/	/

MEASURE 3: Introduction new debt instruments

Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Expanding investors' database	Diversification of debt instruments	Issuances of the Development Bond will be defined during the monitoring process	Issuances of the Development Bond will be defined during the monitoring process	Issuances of the Development Bond for citizens will be defined during the monitoring process

Deliverables in 2026:	- New issuances of Citizen bonds					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Issuing Development Bond for Citizens	2025	2028	MoF	Citizens	/	
					TOTAL:	**EUR 24,200**

<table>
<tr><td colspan="5">PILLAR: II: Revenue Mobilisation</td></tr>
<tr><td colspan="5">PRIORITY 1: Tax and Customs Policy</td></tr>
<tr><td>Priority outcomes</td><td>Priority indicators</td><td>Target FY 2026</td><td>Target FY 2027</td><td>Target FY 2028</td></tr>
<tr><td>Legislation in the area of taxation and customs harmonized with the Union acquis, standards and best practices and with the country tax policy strategic framework</td><td>Progress made toward fulfilment of the EU accession criteria (steady progress in the respective Chapters 16 and 29)</td><td>Ch.29:
Good level of preparation
Good progress
Ch.16:
Moderately prepared
Some progress</td><td>Ch.29:
Good level of preparation
Very Good progress
Ch.16:
Good level of preparation
Good progress</td><td>Ch.29:
Good level of preparation
Very Good progress
Ch.16:
Good level of preparation
Good progress</td></tr>
<tr><td colspan="5">MEASURE 1: Improved revenue legislation framework, harmonized with the EU acquis and best practices</td></tr>
<tr><td>Measure objective:</td><td>Measure indicator:</td><td>Target FY 2026</td><td>Target FY 2027</td><td>Target FY 2028</td></tr>
<tr><td>Objective is to improve and harmonize legislation in line with the relevant EU acquis and the best practices in the area of tax and customs legislation</td><td>Number of legislative acts (regarding Ch.16 And Ch.29)</td><td>Not less than 1 legislative act</td><td>Not less than 2 legislative act</td><td>Not less than 3 legislative act</td></tr>
<tr><td>Deliverables in 2026:</td><td colspan="4">- Prepared gap analyses and drafted new legal acts or amendments to the existing national tax and customs legislation (laws and by-laws)</td></tr>
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<tr><td rowspan="2">ACTIVITY</td><td colspan="2">TIMEFRAME</td><td rowspan="2">RESPONSIBLE INSTITUTION</td><td rowspan="2">OTHER INSTITUTIONS INVOLVED</td><td colspan="2">PLANNED INPUTS</td></tr>
<tr><td>START qq/yy</td><td>END qq/yy</td><td>BUDGET</td><td>SOURCE</td></tr>
<tr><td>1. Gap analysis of the national tax legislation (laws and by-laws) compared to the EU legislation and best practices.</td><td>K1/26</td><td>2028</td><td rowspan="4">MoF – Public Revenues and Tax and Customs Policy Department</td><td rowspan="2">PRO and CA</td><td rowspan="2">EUR 250,000 (budgeted amount for both activities 1 & 2)</td><td rowspan="2">Financial GAP</td></tr>
<tr><td>2. New legal acts and/or amendments to the existing national tax legislation (laws and by-laws) drafted in line with the EU legislation and best practices</td><td>K1/26</td><td>2028</td></tr>
<tr><td>3. Gap analysis of the national customs legislation (laws and by-laws) compared to the EU legislation and best practices.</td><td rowspan="2">K1/26</td><td rowspan="2">2028</td><td rowspan="2">CA</td><td rowspan="2">EUR 250,000 (amount for both activities 3 & 4)</td><td rowspan="2">Financial GAP</td></tr>
<tr><td>4. New legal acts and/or amendments to the existing national customs legislation (laws and by-laws) drafted in line with the EU legislation and best practices</td></tr>
<tr><td colspan="5"></td><td>TOTAL:</td><td>EUR 500,000</td></tr>
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PILLAR II: Revenue Mobilization				
PRIORITY 2: Tax Administration				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Improved stability, efficiency and quality of the revenue collection system (IT system)	% percentage of digitized tax services	92%	95%	100%
More effective and efficient management of the overdue tax debt	improved rate of tax payment on time (VAT)	Rate on number of timely payments – 70% Rate on amount of timely payments - - 80%	Rate on number of timely payments – 80% Rate on amount of timely payments - 85%	Rate on number of timely payments – 90% Rate on amount of timely payments - 90%
	Improved age structure of the tax debt (VAT) - reduced share of the debt older than 12 months in the total tax debt	Share of VAT debt (principal debt) over 12 months old in the total VAT debt at the end of FP - 63%	Share of VAT debt (principal debt) over 12 months old in the total VAT debt at the end of FP - 56%	Share of VAT debt (principal debt) over 12 months old in the total VAT debt at the end of FP - 50%
Fully established systematic process for managing tax compliance risks	Increased number of taxpayers who voluntarily comply	Percentage of timely submitted returns and taxes payment compared to the previous year	Percentage of timely submitted returns and taxes payment compared to the previous year	Percentage of timely submitted returns and taxes payment compared to the previous year

MEASURE 1: Strengthen administrative capacity for better revenue collection and tax compliance				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Improve tax revenue services, including tax collection and compliance, and overall establish a model for a professional service to taxpayers, recognizable for its best practices and quality standards	Increasing the amount of the established tax guarantee	Increase the amount of the established tax guarantee by 10% compared to 2025	Increase the amount of the established tax guarantee by 5% compared to 2026	Increase the amount of the established tax guarantee by 5% compared to 2027
	Increasing the collection of tax debt based on an established tax guarantee	Increase in the amount of debt collected based on the established tax guarantee by 10% compared to 2025	Increase in the amount of debt collected based on the established tax guarantee by 10% compared to 2026	Increase in the amount of debt collected based on the established tax guarantee by 5% compared to 2027
	Value of collectible core tax arrears in FY end in percent of total core tax revenue collection for FY	VAT debt / VAT income ratio 14%	VAT debt / VAT income ratio 12%	VAT debt / VAT income ratio 10%

	Increase in the amount of additionally determined tax with audit compared to the previous year			Additional tax assessed per audit program increased per 5% compared to the results from the previous year		Additional tax assessed per audit program increased per 5% compared to the results from the previous year	Additional tax assessed per audit program increased per 5% compared to the results from the previous year
Deliverables in 2026:	- Implemented measures and activities to strengthen "social" awareness of the tax responsibility of the founders and managers of companies and inter-institutional compliance in practicing the mechanisms for this responsibility - Proposal for changes and additions to the Law on Tax Procedure (which are not related to the redesign of business processes) harmonized with the Ministry of Finance and launched in the adoption procedure - Established and functional Tax Enforcement Center. - Successful implementation of procured hardware, software, and other equipment for the modernization and security enhancement of the PRO's IT infrastructure, including the equipping of a secondary location to ensure the continuity of IT systems and electronic services for taxpayers and third parties. - Compliance Improvement Plan – Informal Economy. - Compliance Improvement Plan for specific taxpayer segments. - Risk Mitigation Plan for risks identified in the Risk Register.						
ACTIVITY		**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
		START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1.More effective and efficient management of overdue tax debt		2025	2028	PRO	/	73,500	National Budget
2.Improving the Compliance risk management						/	/
MEASURE 2: Digital transformation of the PRO with the establishment of an Tax Information System (TIS)							
Measure objective:	**Measure indicator:**			**Target FY 2026**		**Target FY 2027**	**Target FY 2028**

The purpose of the measure is to build the capacity of the tax administration to administer tax revenues and contributions by strengthening administrative resources, more effective and efficient management of overdue tax debt and compliance risk management	Number of institutions with which the Tax Information System exchanges information	27	28	at least 30
Deliverables in 2025:	- Functional e-Invoice system, launched in accordance with legal and regulatory frameworks. - Prerequisites secured for the commencement of implementation in 2026, following the completion of public procurement and the selection of an appropriate contractor			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1.Completion of the remaining modules of the Tax Information System 2.Ensuring IS security (Information System) and smooth functioning of the integrated Tax Information System	2025	2028	PRO		4,983,740	National Budget
					TOTAL:	**5,057,240 EUR**

PILLAR II: Revenue mobilization				
PRIORITY 3: Customs				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Availability of innovative equipment and training of staff for detection and control for the purpose of: control without disturbance, detection of hidden objects on persons, radiation detection, sampling and analysis of samples, manual search	Percentage of staff employed in the corresponding units for customs control are trained to use the new equipment	40% of staff employed in the corresponding units for customs control are trained to use the new equipmentof	70% of staff employed in the corresponding units for customs control are trained to use the new equipmentof	70% of staff employed in the corresponding units for customs control are trained to use the new equipmentof
Introduction of a complete paperless environment in the customs procedure, through the implementation of electronic systems from the e-Customs program, i.e. the Multiannual Strategic Plan of the EU (MASP), compatible with the systems and procedures in the European Union; preparation for interconnection and interoperability with EU systems and implementation of systems compliant with EU systems (which may be established prior to EU accession) and staffing with appropriate hardware for those systems	Implemented at least two (2) new IT systems / modules from the EU Multiannual Strategic Plan (MASP) at national level on appropriate hardware	/	2	/
MEASURE 1: Strengthening joint control mechanisms and capacities in order to combat illegal trade and organized crime				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**

The purpose of the measure is to suppress illegal trade and organized crime, protect the legal economy, ensure safety and security, protect the health and safety of citizens and protect the environment.	Percentage of staff employed in the corresponding units for customs control trained to use the new equipment	30% (Upon delivery of equipment in 2026)	70%	70%
The purpose of the measure is to suppress illegal trade and organized crime, protect the legal economy, ensure safety and security, protect the health and safety of citizens and protect the environment.	Conducted appropriate professional trainings for the employees in the operational services for control and prosecution for fight against illicit trade and crime (number of events)	2 (Upon delivery of equipment in 2026)	5	5
Deliverables in 2026:	- Signed contracts for the procurement of the equipment in 2025 (IPA 3)			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1.Equipping with modern and reliable control equipment and appropriate training for employees, in order to protect financial and economic interests, guarantee the safety and security of citizens, environmental protection and protection from unfair and illicit trade	2024	2028	Customs Administration	EU - and its institutions, UN, Bilateral Cooperation, relevant domestic institutions	2,000,000	IPA3

MEASURE 2: Modernization of customs services and their digitalization

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
By achieving this goal through modernization and continuation of the	Average yearly technical availability of the new customs IT systems for interconnectivity with the EU systems	95%	95%	95%

digitalization process, and at the same time by following the recommendations for harmonization and association with the EU, the system of public finances, fiscal discipline and efficiency in the management and use of public resources will be strengthened, transparency will be promoted and efficient services and economic development will be provided	Conducted appropriate professional trainings for the employees of the Customs Administration and the economic operators for implementation of systems (number of events)	15	15	20
Deliverables in 2026:	- Contracts signed for two EU related IT systems (IPA3) - Contract signed for procurement of Hardware (IPA 3) - Project "The Establishment of Risk Management and Customs Data Warehouse System" completed - Project of implementation of NCTS 5 completed (national budget) - Tender for the NCTS 6 (upgarade of NCTS 6) published (national budget – Reform Agenda)			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1.Implementation of modern systems in order to comply with the Multiannual Strategic Plan of the EU (MASP), integration with European systems and procurement of appropriate hardware	2024	2028	Customs Administration	EU	EUR 1.000.000 (National Budget) +4.000.000 (Korea) + 1.000.000 IPA 3	IPA 3 and Government of, Reform Agenda

MEASURE 3: Adequate monitoring of excise good sand collection of excise duties

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028

The goal of this measure is through introduction of procedures and instruments for appropriate monitoring of excise goods, to combat against illicit trade in tobacco products and to increase collection of excise duties. Adequate monitoring of excise goods is important due to the increased volume of trade in such goods, the harm to health (especially found in tobacco products), registered tax evasion, illicit trade in excise goods as a source of financing for organized crime.	Preparation of a legal framework for implementing the TRACK&TRACE system	/	/	High preparation for implementing the TRACK&TRACE system
Deliverables in 2026:	- Preparing necessary Protocols between concerned institutions			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1 Establishing a system for marking and tracking tobacco products (cigarettes) through the TRACK&TRACE system	2024	2028	Customs Administration	/	/	/
					TOTAL:	**EUR 8,000,000**

PILLAR III: Planning and Budget				
PRIORITY 1: Budget Planning				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Adopted Fiscal Strategy	Reduction in the budget deficit as a % compared to the previous year	-3.5% of GDP	-3% of GDP	-3% of GDP
MEASURE 1: Improving medium-term planning				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 20267**	**Target FY 2028**
Improving medium-term planning	Share of total expenditure in GDP	39.0% of GDP	38.5% of GDP	38.7% of GDP

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Medium-Term Fiscal Strategy based on a sectoral approach and with established medium-term expenditure limits	2025	2028	Ministry of Finance/Budget Department	Budget users	/	/
Deliverables in 2026:	- Improved Fiscal Strategy through appropriate design of performance indicators					

MEASURE 2: Improving sectoral approach of budget planning and development and implementation of bylaws				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Improving sectoral approach of budget planning and development and implementation of bylaws	Number of First level of budget users and main budget users	Around 50	Less than 50	Less than 50
Deliverables in 2026:	- Analysis and activities for preparing a new Budget format with the application of new classifications			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Preparing and implementing OBL bylaws	2025	2028	Ministry of Finance	Budget users	EUR 200,000	US Treasury
2. Preparing and implementing several types of classifications - administrative/organizational, economic, program, functional classifications, as well as classification of sources of financing	2025	2028	Ministry of Finance/Budget Department	Budget users	EUR 150,000	US Treasury

3. Strengthening of capacities, training of employees of the MoF and budget beneficiaries	2025	2028	Ministry of Finance/Budget Department	Budget users	EUR 225,000	US Treasury
MEASURE 3: Introducing performance based budget						
Measure objective:	**Measure indicator:**		**Target FY 2026**		**Target FY 2027**	**Target FY 2028**
Developing of multi-year indicators	Share of capital in total expenditures		12.5%		12,6%	13.2%
Deliverables in 2026:	- Budget according to the OBL					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Developing of multi-year indicators for measuring the success in the implementation of budget policies	2025	2028	Ministry of Finance and Government	Budget users/PE/JSC/ LSGu	EUR 25,000	US Treasury
2. Preparation of procedures for monitoring the impact of performance indicators on sectoral policies	2025	2028	Ministry of Finance and Government	Budget users/PE/JSC/ LSGu		
MEASURE 4: Spending review						
Measure objective:	**Measure indicator:**	**Target FY 2025**	**Target FY 2026**		**Target FY 2027**	**Target FY 2028**
Fiscal consolidation	Share of current in total expenditures in GDP	34.5%	34.1%		33.7%	33.5%
Deliverables in 2026:	- Fiscal consolidation and reduction of the budget deficit					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Build capacity at the MoF and line ministries for conducting Spending Reviews on a regular base	2025	2028	Ministry of Finance and Government	Budget users/PE/JSC/LSGu	EUR 20,000	IMF and WB
2. Prepare and adopt methodology with defining criteria and procedures for conducting Spending review.	2025	2028	Ministry of Finance and Government	Budget users/PE/JSC/LSGu	EUR 20,000	
3. Spending review as a basis for appropriate budgeting for the next mid-term period	2025	2028	Ministry of Finance and Government	Budget users/PE/JSC/LSGu	EUR 20,000	
					TOTAL:	**EUR 660,000**

<table>
<tr><td colspan="8">PILLAR III: Planning and Budget</td></tr>
<tr><td colspan="8">PRIORITY 2: Strengthened Public Investment Management</td></tr>
<tr><td>Priority outcomes</td><td colspan="3">Priority indicators</td><td>Target FY 2026</td><td>Target FY 2027</td><td colspan="2">Target FY 2028</td></tr>
<tr><td>Efficient and effective planning, selection, budgeting and implementation of major public investment projects</td><td colspan="3">PEFA score for indicator PI - 11.Public Investment Management
11.1. Economic analysis of investment projects
11.2. Investment project selection
11.3. Investment project costing
11.4. Investment project monitoring</td><td>/</td><td>/</td><td colspan="2">PEFA Score PI-11: ≥C
11.1) >C
11.2) ≥C
11.3) >C
11.4) >C</td></tr>
<tr><td colspan="8">MEASURE 1: Efficient coordination and development of public investment management processes</td></tr>
<tr><td>Measure objective:</td><td colspan="3">Measure indicator:</td><td>Target FY 2026</td><td>Target FY 2027</td><td colspan="2">Target FY 2028</td></tr>
<tr><td>Established structured and comprehensive approach to decision making for public investment projects</td><td colspan="3">1) Staff capacity of the PIM Department in the MoF
2) Supporting legal framework for PIM adopted</td><td>1) 80% of planned staff engaged
2) Number of new acts adopted/amended</td><td>1) 90% of planned staff engaged
2) Number of new acts adopted/amended</td><td colspan="2">1) 100% of planned staff engaged
2) Number of new acts adopted/amended</td></tr>
<tr><td>Deliverables in 2026:</td><td colspan="7">- Staffing of PIM department enhanced</td></tr>
<tr><td rowspan="2">ACTIVITY</td><td colspan="2">TIMEFRAME</td><td rowspan="2">RESPONSIBLE INSTITUTION</td><td rowspan="2">OTHER INSTITUTIONS INVOLVED</td><td colspan="3">PLANNED INPUTS</td></tr>
<tr><td>START qq/yy</td><td>END qq/yy</td><td>BUDGET</td><td colspan="2">SOURCE</td></tr>
<tr><td>1.Strengthen the supporting legal framework for PIM</td><td>2025</td><td>2028</td><td>MoF
Government</td><td>External expertise (WB/IMF/EU)</td><td>5,000</td><td colspan="2">External funding</td></tr>
<tr><td>2.Strengthen the institutional capacity of the MoF in the PIM system</td><td>2025</td><td>2028</td><td>MoF</td><td>External expertise (WB/IMF/EU)</td><td>30,000
10,000</td><td colspan="2">National Budget
External funding</td></tr>
<tr><td colspan="8">MEASURE 2: Established single pipeline of appraised capital public investment projects</td></tr>
<tr><td>Measure objective:</td><td colspan="3">Measure indicator:</td><td>Target FY 2026</td><td>Target FY 2027</td><td colspan="2">Target FY 2028</td></tr>
</table>

Capital spending is allocated to the most productive sectors and projects by a comprehensive, unified, and medium-term perspective to capital budgeting, as well as objective criteria and competitive procedures for selecting particular investment projects.	Single pipleline of appraised and prioritized public investment projects established	All budget users at central and local level prepare and submit to the Ministry of Finance project concept notes for new public investment projects in accordance with the PIM Decree Number of trainings for MoF and BU/SoE/LSGUs staff organised	Developed single pipeline of appraised and prioritized capital public investment projects Number of trainings for MoF and BU/SoE/LSGUs staff organised	Developed single pipeline of appraised and prioritized capital public investment projects Number of trainings for MoF and BU/SoE/LSGUs staff organised
Deliverables in 2026:	- Checked and assessed PCN's - Standard criteria for project selection/ prioritization - Trainings			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Establish standard criteria for project selection/ prioritization	2025	2026	MoF, Government	External expertise (WB/EU))	5,000	External funding
2. Provide training to MoF professionals on project appraisal and review of preinvestment studies	2025	2028	MoF	External expertise (WB/IMF/EU)	20,000	External funding
3. Provide training for employees of budget users PE, JSC/ LSGUs, for the preparation, assessment and selection of projects	2025	2028	MoF	BU/SoEs/ LSGUs External expertise (WB/EU)	15,000	External funding

MEASURE 3: Efficient and effective monitoring of capital investments

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
Improved project monitoring and reporting arrangements for major public investment projects thus ensuring value for money.	1) Created database of public investment projects from which to select budget candidates and monitor financial implementation of projects 2) Number of monitoring reports for the public investment portfolio prepared	1) / 2) 2	1) / 2) 2	1) / 2) 2

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Deliverables in 2026:	- Verified project monitoring reports from public entities - Reports on monitoring the national investment portfolio at the central level;					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Introduce procedures for risk-based centralized monitoring	2025	2028	MoF	External expertise (WB/ IMF/EU) BU/SoE/LSGUs	15,000	External funding
2. Introducing a formal requirement for ex-post review of completed projects	2026	2028	MoF	External expertise (WB/ IMF/EU) BU/SoE/LSGUs	20.000	External funding
					TOTAL:	**EUR 120,000**

PILLAR III: Planning and Budget							
PRIORITY 3: Strengthen the accounting of budgets and budget users							
Priority outcomes	**Priority indicators**		**Target FY 2026**		**Target FY 2027**		**Target FY 2028**
Harmonized legal framework of accounting of budgets and budget users with the new Budgets Law	Adoptig new law and by-laws for accounting of budgets and budget users		Analysis of the existing legal framework for accounting of budgets and budget users for compliance with the new Budgets Law		Analysis of the existing legal framework for accounting of budgets and budget users for compliance with the new Budgets Law		Adopted new law and by-laws for accounting of budgets and budget users
MEASURE 1: Harmonization of the legal framework for accounting of budgets and budget users with the new Budgets Law							
Measure objective:	**Measure indicator:**		**Target FY 2026**		**Target FY 2027**		**Target FY 2028**
Improving the financial reporting of budgets and budget users through implementation of the regulatory framework for accounting of budgets and accounting of budgets and budget users	Harmonized legal framework of accounting of budgets and budget users with the new Budgets Law		Analysis of the existing legal framework for accounting of budgets and budget users for compliance with the new Budgets Law		Analysis of the existing legal framework for accounting of budgets and budget users for compliance with the new Budgets Law		Adopted new law and by-laws for accounting of budgets and budget users
Deliverables in 2026:	- Detecting the need for adopting a new regulatory framework for budget accounting and budget users						
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**		
	START qq/yy	**END qq/yy**			**BUDGET**		**SOURCE**
1. Revision of the existing legal framework and detecting the need for the adoption of a new regulation for accounting of budgets and budget users	January 2026	December 2027	MoF	/	/		/
2. Revision of the existing by laws and detecting the need for the adoption of a new bylaws for accounting of budgets and budget users	January 2026	December 2027	MoF	/	/		/
MEASURE 2: Strengthening the accounting system of budgets and budget users by building of capacities of accountants employed in the public sector							
Measure objective:	**Measure indicator:**		**Target FY 2026**		**Target FY 2027**		**Target FY 2028**
Improved financial reporting of budgets and budget users through training of accountants employed in the public sector for legal framework of accounting of budgets and budget users	Percentage of accountants employed in the public sector who will attent appropriate training for legal framework of accounting of budgets and budget users in order to ensure better financial reporting		30% of accountants employed in the public sector who will attent appropriate training for legal framework of accounting of budgets and budget users		50% of accountants employed in the public sector who will attent appropriate training for legal framework of accounting of budgets and budget users		100 % of accountants employed in the public sector who will attent appropriate training for legal framework of accounting of budgets and budget users

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Deliverables in 2026:	- Implementation of the first training for accountants employed in the public sector					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Training for accountants employed in the public for to the legal framework for accounting of budgets and budget users	June 2025	December 2028	MoF	/	/	/
2. Training for accountants employed in the public sector for to the bylaws for accounting of budgets and budget users	June 2025	December 2028	MoF	/	/	/
					TOTAL:	**EUR 0**

PILLAR III: Planning and Budget				
PRIORITY 4: PFM at Local Level				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Stable and responsible financial operations and strengthened financial discipline, better transparency and accountability at the local level	Percentage of increased municipal revenues	92%	93,5%	95%
	Percentage of municipalities that have published financial documents on their websites (annual, semi-annual and quarterly)	85%	87%	90%
MEASURE 1: Improving fiscal capacity and increasing municipal revenues				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Strengthening the capacities of municipalities through the adoption of a new LSGU financing law and its by-laws, better mid-term budget planning	New law on financing of local self-government units	/	New law on financing of local self-government units	/
	By-laws of the new Law on financing of local self-government units	/	Adopted new by- laws	/
	Medium-term budget planning	All municipalities have medium-term budget planning	All municipalities have medium-term budget planning	All municipalities have medium-term budget planning
	Number of trained employees in municipalities	81	81	81
Deliverables in 2026:	- Municipality employees (number): 81			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
4. Number of trained employees in municipalities	Q1/26	Q4/28	Ministry of Finance	Municipalities	2.000	National budget

MEASURE 2: Financial discipline, better transparency and accountability of local government				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Rationalization of operations and reduction of unnecessary expenses, regular servicing of obligations, better financial discipline, transparency and accountability, preparation of procedures for declaring financial instability.	Adopted procedures for financial instability of municipalities	/	Established procedures for financial instability of municipalities	/
	Number of municipalities out of the total number of municipalities (81) that have published financial documents (annual, semi-annual and quarterly reports) on their websites	75	79	81

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Deliverables in 2026:	- 75 municipalities publish financial data					
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Preparation of a procedure for financial instability of municipalities	Q1/27	Q4/27	Ministry of Finance	Municipalities	/	/
2. Monitoring the transparency of municipalities	Q1/25	Q4/28	Ministry of Finance	Municipalities	/	/
					TOTAL:	**EUR 2,000**

PILLAR: IV PUBLIC PROCUREMENT				
PRIORITY 1: Public Procurement Policy				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Improved public procurement processec	percentage of one bid tenders	≤29%	≤28%	≤ 27%
	percentage of cancelled procedures	≤18,5%	≤18%	≤ 18 %
MEASURE 1: Improving the cooperation among the key institutions in the public procurement system				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Timely identification of gaps and irregular implementation of PPL, aiming to prevent irregularities and support duly and uniform implementation of the law	Held working meetings	Held at least 2 meetings	Held at least 2 meetings	Held at least 2 meetings
Deliverables in 2026:	- 2 working meetings held			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1.Regular communication and coordination of Advisory group of the key institutions in the procurement system	Q1/2024	Q4/2028	PPB	SAC, SAO, CPC, SCPC, MEMMR	/	/

MEASURE 2: Improved implementation of the Law on Public Procurement				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Utilization of the opportunities introduced by LPP aiming to secure efficiency, economy and competitiveness in public procurement.	Use of e-auctions in Tenders	Max. 40%	Max. 35%	Max. 30%
	Use of E-market system	Min. 800	Min. 900	Min. 1000
	Use of MEAT in value	Min. 20%	Min. 25%	Min. 25%
Deliverables in 2026:	- Realization of the activities outlined in the Action plan for increase of use of E-Market in 2026			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE

1.Development of guides and tools for support of contracting authorities in improved implementation of the Law on Public Procurement	Q4/2025	Q4/2026	PPB	GoRNM	/	/
MEASURE 3: Introducing new system for education within PPB						

Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Improve the knowledge and skills of public procurement officers	Established new system for education within PPB	/	Established new system for education within PPB	15 organized trainings according new established system for education within PPB
Deliverables in 2026:	- Analysis of electronic tools for education; Adopted Amendment to the Public Procurement Law related to education in public procurement			

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Analysing the possibilities for introducing new e - tools for education	Q1/2026	Q4/2026	PPB	MF	/	/
					TOTAL:	**EUR 0**

PILLAR: IV Public Procurement				
PRIORITY 2: Public Private Partnership and Concessions on goods of general interest				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Unification and digitalization of the process of awarding contracts for establishing public-private partnership, increased transparency and efficiency in the implementation of the new Law on Public-Private Partnership and strengthening and developing the capacities of the Ministry of energy, mining and mineral resources for consistent realization of competencies according to law.	1)Number of concluded agreements for establishing a public-private partnership 2) Effective and consistent implementation of the obligations of the contracting parties in accordance with the agreements for establishment of public-private partnership.	Adoption of the Law on Public Private Partnership by the Assembly of the Republic of Macedonia and commencement of its implementation through the establishment of the Single Electronic System for Public Private Partnership	1) Potential increase in the number of concluded public-private partnership agreements by 20% compared to the number of concluded agreements in the year as a basis for monitoring. 2) Potential decrease by 85% in concluded public-private partnership agreements in which certain legal obstacles to implementation have arisen, compared to the percentage of concluded agreements in the year as a basis for monitoring.	1) Potential increase in the number of concluded public-private partnership agreements by 60% compared to the previous year. 2) Potential decrease by 90% in concluded public-private partnership agreements in which certain legal obstacles to implementation arose, compared to the previous year.
MEASURE 1: Establishment of the Unique Electronic System Public Private Partnership System (UESPPP)				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**

Ensuring greater transparency in the awarding and implementation of public-private partnership agreements, ie unifying and sublimating the entire process for their awarding through the establishment of a Unified Electronic Public-Private Partnership system as the only digital database of public-private partnership agreements will generate the Register of awarded contracts for establishing a public-private partnership.	Ensuring greater transparency in the awarding and implementation of public-private partnership contracts, i.e. unifying and sublimating the entire process for their awarding through the establishment of a Single Electronic System for Public-Private Partnership as a single digital database for public-private partnership contracts, which will generate the Register of Awarded Contracts for the Establishment of Public-Private Partnership.	Establishment of the SESPPP and start of implementation of the software solution for establishing the SESPPP and the Register of awarded contracts for establishing public private partnership.	1) 50% of public-private partnership contracts, the progress of which in implementation is regularly reported in the system within the deadlines provided for by law. 2) Reduction by 10% of initiated procedures for awarding a contract for establishing a public-private partnership, which have not been completed, in relation to the percentage of initiated but not completed procedures in the year as a basis for monitoring.	1) 70% of public-private partnership agreements, the progress of which in implementation is regularly reported in the system within the deadlines provided for by law. 2) Reduction by 5% of initiated procedures for awarding a contract for establishing a public-private partnership, which have not been completed, compared to the previous year.
Deliverables in 2026:	- A Draft Law on Public Private Partnership has been prepared, after which the preparations for the selection of an IT company for the establishment of SESPPP will begin.			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Providing financial resources - donors/budget for the procurement of an IT company for the development of the EESJPP and the Register of awarded contracts for the establishment of a public private partnership.	2027	2028	MEMMR	MoF	N/A	N/A

MEASURE 2: Completing the legal and regulatory framework in the field of public-private partnership and Concession on goods of general interest

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028

Adoption of the by-laws that will arise from the Law on Public-Private Partnership	Adoption of the by-laws by the Minister of Energy, Mining and Mineral Resources and their publication in the Official Gazette of the Republic of Macedonia	Preparation of 12 by-laws that stipulate in more detail the rules for: Register of awarded contracts for establishing public-private partnership, SESPPP, Feasibility study, PPP contracts, planning notification, etc.	Publication in the Official Gazette of the Republic of Macedonia of 12 by-laws that stipulate in more detail the rules for: Register of awarded contracts for establishing public-private partnership, SESPPP, Feasibility study, PPP contracts, planning notification, etc	Implementation of the bylaws
Deliverables in 2026:	The procedure for preparing the Draft By-Laws has been initiated.			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Preparation and adoption of 12 by-laws that will arise from the Law on Public Private Partnership	2026	2027	MEMMR	Working group for preparation of the bylaws Technical assistance of donors or arrangement of consultants.	EUR 22,000	Financial gap
2.Establishment of the consolidated Register of all concession agreements in accordance with the Law on Budgets.	2026	2027	MoF	/	/	/

MEASURE 3: Strengthening and developing the capacities of the Ministry of Energy, Mining and Mineral Resources in the area of public-private partnership				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**

Strengthened human resources capacities of the Ministry of Energy, Mining and Mineral Resources as the competent authority in the field of public-private partnership and concessions	Establishment of a Department for Public Private Partnership and Concessions and its staffing - increasing the capacity and efficiency of the Ministry of Energy, Mining and Mineral Resources as the competent authority in the field of public private partnership and concessions	Employment of 3 new civil servants – approved by the Ministry of Finance in proportion to the real employment needs in the Ministry of Energy, Mining and Mineral Resources as the competent authority in the field of public-private partnership and concessions and their training in the field of public-private partnership.	Employment of 3 new civil servants – approved by the Ministry of Finance in proportion to the real employment needs in the Ministry of Energy, Mining and Mineral Resources as the competent authority in the field of public-private partnership and concessions and their training in the field of public-private partnership	Development and improvement of the capacities of employees in the Ministry of Energy, Mining and Mineral Resources as the competent authority in the field of public-private partnership and concessions
Deliverables in 2026:	- The procedure for establishing a Department for Public Private Partnership and Concessions within the Ministry of Energy, Mining and Mineral Resources and staffing it with professional staff has been initiated.			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Establishing a Department for Public Private Partnership and Concessions within the Ministry of Energy, Mining and Mineral Resources as a competent authority in the field of public private partnership and concessions and staffing it with new employees and their professional training and development in order to ensure consistent implementation of the law in this area.	2026	2027	MEMMR	MoF	192,000 eur	National Budget
					TOTAL:	**EUR 214,000**

PILLAR V: Public finance digitalisation and continuous learning				
PRIORITY 1: Implementation of an Integrated Financial Management Information System (IFMIS)				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Improved operational efficiency and transparency through IFMIS in line with the new OBL.	The required time for the processing of payments through IFMIS and Treasury Single Account interface was reduced	/	/	5 days for entities to submit invoices to Treasury +1 day for payment processing by Treasury
	Comprehensiveness of publicly published general government reporting	IFMIS bidding process is launched	IFMIS development is completed and the pilot implementation includes testing of reporting improvements	IFMIS is fully operational Regulatory agencies, and PEs are included as part of the budget execution reports through the new IFMIS, in line with new PE Registry.
	Open Budget Index Score (transparency) increased	/	/	61 out of 100 (2028)
MEASURE 1: Development of IFMIS as an integrated centralized web-based system				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Development of new IFMIS application software and relevant GovTech solutions to operationalize the new OBL, as well as the new/enhanced PFM processes.	New IFMIS is operational	New IFMIS is being developed	The development of the IFMIS modules has been completed, and pilot testing of the developed modules is currently being conducted.	IFMIS is used in the preparation and execution of the central government budget
Deliverables in 2026:	- The IFMIS Solution Provider has been chosen, marking the initiation of the development phase for IFMIS modules			

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET[1]**	**SOURCE**
1.Selection of IFMIS Solution Provider	2026	2026	Ministry of Finance	BETAPFMI PIU	N/A	/
2.Development of IFMIS modules and installation of hardware system and interfaces	2026	2027	Ministry of Finance	BETAPFMI PIU	N/A	/

MEASURE 2: Expansion of MoF ICT infrastructure (in line with whole-of-government approach) to host new IFMIS				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**

New IFMIS will be a centralized web-based shared platform to support decentralized operations (online/offline) countrywide. This measure involves the expansion of the Ministry of Finance's (MoF) Information and Communication Technology (ICT) infrastructure, aligning with a comprehensive government-wide strategy, with primary objective to accommodate the implementation of the new IFMIS.	Strengthening the capacity of MoF ICT infrastructure to support the implementation of new IFMIS	New data warehouse developed	/	Improved availability of the MDS and DRC

Deliverables in 2026:	New data warehouse developed

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**[2]	**SOURCE**
1. Enhancement of the existing data centers and network connectivity	2026	2028	Ministry of Finance	BETAPFMI PIU	N/A	/
2. Establishment of the secure backup network connections	2026	2028	Ministry of Finance	BETAPFMI PIU	N/A	
				TOTAL:		**0**

PILLAR V : Public finance digitalisation and continuous learning				
PRIORITY 2: Public Finance Academy (Learning organisation)				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
To provide continuous education for public administration in the field of public finance management.	Number of successfully completed trainings in accordance with the Annual Training Program and ad hoc trainings.	20 realized trainings	30 realized trainings	50 realized trainings
MEASURE 1: Digital presence of the Public Finance Academy				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
The digital presence aims to inform, establish, build trust, inspire and increase the reach and impact of the Academy. This encourages the e-learning process and supports the professional development of officials in the field of public finance in a simpler and more accessible way.	Established online platform	Established online platform	/	/
	Developed video tutorials and guidelines	/ Developed video tutorials and guidelines	/	/
	Organized and implemented online trainings	realized 2 trainings	realized 4 trainings	realized 6 trainings
	Number of published blogs and articles on topics in the field of public finance	8	12	20
Deliverables in 2026:	- Established online platform, - Developed video tutorials and guidelines, - Published blogs and articles on topics in the field of public finance			

ACTIVITY	TIMEFRAME			OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy	RESPONSIBLE INSTITUTION		BUDGET	SOURCE
1. Developing an online platform	Q2/26	Q4/26	MoF	Donators	47,000 EUR	Financial Gap
2. Development of video tutorials and guidelines	Q2/26	Q4/26	MoF	Donators	1,000 EUR	National Budget
4.Social Media Presence for Increased Transparency and Education in Public Finance	Q1/25	Q4/28	MoF	/	0	/

Measure 3: Community engagement and outreach				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**

The objective of community engagement and outreach is to foster inclusive participation, build public trust, and enhance the transparency and accountability in public finances.	Developed Communication Strategy			/	/		/
	Conducted end-of-year meeting „All Together“			1	1		1
Deliverables in 2026:	- Developed media campaigne and promotional materials - Conducted end-of-year meeting						
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**		
	START qq/yy	**END qq/yy**			**BUDGET**		**SOURCE**
1.Anual meeting: „All Unite “	Q4/25	Q4/28	MoF	Partners, trainers, participants, donors	2,000 EUR		National Budget
Measure 4: Sustainable Finance in the public sector							
Measure objective:	**Measure indicator:**			**Target FY 2026**	**Target FY 2027**		**Target FY 2028**
Sustainable public sector finance refers to the integration of environmental, social, and governance (ESG) principles into public financial policies. Its aim is to achieve long-term fiscal stability while promoting sustainable development goals.	Conducted Trainer of Trainers Trainings for employees of the Public Finance Academy			realized 1 training	realized 1 training		realized 1 training
	Organization of trainings in the field of sustainable finance			realized 1 training	realized 2 training		realized 3 training
Deliverables in 2026:	- Delivered ToT						
ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**		
	START qq/yy	**END qq/yy**			**BUDGET**		**SOURCE**
Training of Trainers for employees of the Public Finance Academy	Q1/25	Q4/28	MoF	donators	4,000 EUR		Financial Gap
Organization of trainings in the field of sustainable finance	Q4/26	K4/28	MoF	Partners and collaborators	1,000 EUR		National Budget
					TOTAL:		**55.000 EUR**

PILLAR: VI - Public Internal Financial Control				
PRIORITY 1: Financial Management and Control				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Prepared procedures for key financial management elements	Percentage of institutions that have applied the guidelines for risk management in their operations	60	65	70
	Percentage of institutions that have delegated authorities and responsibilities for financial management and control	60	70	80
	Percentage of implemented recommendations given during quality checks	60	70	80
MEASURE 1: Creating the conditions for improvement of a system of financial management based on risk management				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Establishment of a comprehensive system of controls based on risk management, which guarantees the reasonable use of public funds by applying the principle of managerial accountability.	Prepared Simplified guideline for risk management process	Trainings 2	Traininigs 2	Trainings 2
	Prepared practical guideline for managerial accountability	Trainings 2	Trainings 2	Trainings 2
	Strengthen the capacities of CHU	Employed a total of 11 people Trainings 4	Employed a total of 12 people Trainings 4	Employed a total of 13 people Trainings 4
Deliverables in 2026:	- Organized trainings for specific areas of financial management and control - Strengthened the CHU capacities (human resources/trainings/pilot quality checks)			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Strengthen the capacity of the CHU to monitor and report on the functioning of the overall internal control system	Q1/25	Q4/28	MoF	/	32,000	National Budget
2. Preparation of the methodology for specific Financial Management and Control issues	Q1/25	Q4/28	MoF	/	10,000	National Budget
					TOTAL:	**EUR 42,000**

PILLAR: VI - Public Internal Financial Control
PRIORITY 2 : Internal audit

Priority outcomes	Priority indicators	Target FY 2026	Target FY 2027	Target FY 2028
Strengthened internal audit units that operate in line with the standards and that contributes to achievement of the goals of the public sector institutions	Number of internal auditors in the ministries	60	65	80
	percentage of implemented recommendations given during quality checks	60	70	80
	Percentage of certificated internal auditors	60	70	80
	Percentage of implemented recommendations	72	76	80

MEASURE 1: Strengthening the quality of work of the internal audit units in the ministries

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
Strengthening the quality of work of the internal audit units at the Ministries for the purpose of supporting the performance of their new tasks and duties as parent budget users.	Organized trainings for internal auditors;	6	7	8
	Organized certification of internal auditors.	2	2	2
	Strengthen the capacities of CHU	Employed a total of 11 Trainings 4	Employed a total of 12 people Trainings 4	Employed a total of 13 people Trainings 4
Deliverables in 2026:	- Trainings for internal auditors - Certification of internal auditors. - Strengthened the CHU capacities (human resources/trainings/pilot quality checks)			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1. Improving of Human Resources capacities of Internal Audit Units in the Ministries through adequate staffing and Continuous Professional Development at the internal auditors	Q1/25	Q4/28	MF	Ministries	20,000	National budget
2. Strengthening CHU's capacities for checking the quality of operations of the internal audit units	Q1/25	Q4/28	MF	/	32,000	National budget

MEASURE 2: Improving the abilities to carry out performance and IT internal audits in the public sector institutions

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
Increasing the number of conducted performance audits	Prepared Guideline for performance internal audits	2	2	2

and IT audits which will contribute to improving the work of central-level institutions	Prepared Guideline for IT internal audits	2	2	2
	Increased number of conducted performance audits and IT audits	14	16	18
Deliverables in 2026:	- Organized training for specific types of internal audit			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1.Preparation and promotion methodology for specific type of internal audits	Q1/25	Q4/25	MoF	/	/	/
				TOTAL:		EUR 52,000

PILLAR VII: External audit and parliamentary oversight				
PRIORITY 1: External Audit				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Reduced tax evasion and increased fiscal discipline / increasing revenues in the Budget of RNM	Established amount of funds that have not been paid in the Budget of RNM	≥ 11,000 euros	≥ 9,000 euros	≥ 7000 euros
Reduced tax evasion and increased fiscal discipline/increased revenues in the budgets of LSG and the City of Skopje	Established amount of funds that have not been paid into the Budget of the municipalities and the city of Skopje	≥ 6,000 euros	≥ 4,000 euros	≥ 2,000 euros
Adhered principles when awarding public procurement contracts	Established amount of funds during the awarding of contracts for public procurement where irregularities were identified with the audits;	≥ 7,500 euros	≥ 7.300 euros	≥7.000 euros
Scope of audits of LGUs and the City of Skopje, PE at the central and local level and trade companies in state ownership	Number of covered audits of LGUs and the City of Skopje, PE at the central and local level and trade companies in state ownership	≥ 15	≥ 16	≥ 17
MEASURE 1: Strengthen the legal framework for external audit				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Strengthen the constitutional, financial and operational independence of the SAO	Adopted amendments to the Constitution of RNM regulation of the SAO as a constitutional category	/	/	Adopted amendments to the Constitution of RNM for the regulation of SAO as a constitutional category
	A new State Audit Law aims to strengthen the financial and operational independence of the SAO has been approved and adopted by the RNM Assembly	A new draft Law on State Audit to strengthen the financial and operational independence of the SAO has been approved and adopted by the RNM Assembly	/	/
Deliverables in 2026:	- Approved draft amendment to the Constitution of the RNM for SAO regulation as a constitutional category to be submitted by the authorized proposer of the constitutional amendment to the Assembly of the RNM for adoption; - A new draft State Audit Law aims to strengthen the financial and operational independence of the SAO to be approved and submitted to the RNM Assembly for adoption; - Proposals for by-laws based on the improved legal framework			

ACTIVITY	**TIMEFRAME**	**RESPONSIBLE INSTITUTION**		**PLANNED INPUTS**

2026 Action Plan for Implementation of the PFM Reform Programme

	START qq/yy	END qq/yy		OTHER INSTITUTIONS INVOLVED	BUDGET	SOURCE
1. Approval of constitutional changes to achieve constitutional independence of the SAO in accordance with the principles, standards and guidelines of INTOSAI	Q1/2022	Q4/2028		Authorized proposer of the constitutional amendment; Assembly of RNM	7,000	External funding NDI and others
2. Approval of external audit legal framework aimed at strengthening financial and operational independence of SAO in line with INTOSAI principles, standards and guidelines	Q1/2022	Q4/2025		Ministry of Finance, Government of RNM and Assembly of RNM	14,000	External funding NDI and others

MEASURE 2: Strengthening the institutional capacity and human resource capacities of the SAO

Measure objective:	Measure indicator:	Target FY 2026	Target FY 2027	Target FY 2028
Implementation of SAO Development Strategy 2023-2027 SAO Annual report on performed audits and operations	Percentage of implementation of SAO Development 2023-2027	Percentage of implementation of the activities determined in the Strategy for the Development of SAO 2023 - 2027 - -80%	Percentage of implementation of the activities determined in the Strategy for the Development of SAO 2023 - 2027 - -100%	Percentage of implementation of the Strategy for the Development of SAO 2023 - 2027- 100%
Audit scope of total public expenditures SAO Annual report on performed audits and operations	Percentage of audit scope of total public expenditures	≥61%	≥61.5%	≥62%
Results from stakeholder surveys on the added value of the SAO	Perception of stakeholders on SAO added value	Stakeholders' perception of the added value of SAO-82%	Stakeholders' perception of the added value of SAO-83%	Stakeholders' perception of the added value of SAO-85%

Deliverables in 2026:	-Analysis with recommendations for improving the audit process on the Annual Account of the Budget of the Republic of North Macedonia; -New or improved methodological acts and tools on topics relevant to the responsible management and use of public funds for audits of sustainable development goals, audits of financial statements prepared on an accrual basis, audits of value for money (Value for Money), audits of LSGU, audit of public enterprises and state-owned companies, audit of financial statements of the Core budget, audit of Reform and Growth Facility, real time audits, forensic audit, ESG reporting and audit, in line the INTOSAI standards and IFRS Standards and best practises and etc. -Conducted performance audits in relevant areas of government policy and audits on certain topics of importance for the responsible management and use of public funds (audit of EU funds, audits of sustainable development goals, audit of financial statements prepared on an accrual basis, audit of values for money (Value for money), audits of LGUs, gender equality audit, audits in the areas determined in the National Development Strategy of the Republic of North Macedonia, audit of Reform and Growth Facility, etc.); -Conducted training (study visits, conferences, seminars, workshops) according to SAO Annual plan for continuous profesional development for 2025; -Trainings, and workshops for strengthen cooperation with stakeholders and anticorruption bodies; -Using modern auditing tools, methodologies, techniques, and development of software tools for reclassification of financial statements/software tools for auditing financial statements prepared on an accrual basis; -Use of modern equipment and improved working conditions -Using visualization (infographics, video presentations, flyers) to present the results of the audit to the public. -New channels for communication with stakeholders (the Assembly, the Government, the Ministry of Finance, the Public Prosecutor's Office, the Ministry of Internal Affairs, the State Commission for the Prevention of Corruption, the entities subject to audit, the public); -Using digital tools to achieve efficient cooperation and communication with parliamentary bodies to support the work of the RNM Assembly; -Conducting peer review according to the International standards of INTOSAI; -New forms for monitoring and presenting the implementation of audit recommendations

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Implementation of adopted new and improved SAO strategic, planning and methodological acts of the SAO and adoption of new methodological acts	K1/2025	K4/2028	SAO		100,000	External funding WFD, NDI, UNDP, UnWomen and others
2. Strengthen the capacity to conduct audits	K1/2025	K4/2028	SAO		National budget 214,500 + donors 706,400 920,900	Domestic funding and External funding EU, World Bank, SIGMA WFD, NDI, UNDP, UnWomen and others

3. Increasing the visibility of the SAO and communication with the stakeholders	K1/2025	K4/2028	SAO	Stakeholders (Assembly, Government, Ministry of Finance, Public Prosecutor's Office, Ministry of Interior, State Commission for Prevention of Corruption, audited entities, the public).	200,000	External funding EU, World Bank, SIGMA WFD, NDI, UNDP, UnWomen and others
					TOTAL:	**EUR 1.241.900**

PILLAR VII: External Audit and Parliamentary Oversight				
PRIORITY 2: Parliamentary Oversight				
Priority outcomes	**Priority indicators**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Enhanced effects of audit.	Percentage of external audit recommendations for which corrective measures have been taken.	≥74%	≥76%	≥78%

MEASURE 1: Establishing a mechanism for reviewing the audit reports and the measures taken following the recommendations given in the audit reports in the RNM Assembly				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Strengthening institutional mechanism for reviewing audit reports by the Assembly of RNM.	Number of audit reports reviewed by the Assembly.	Number of audit reports reviewed by the Assembly. ≥4	Number of audit reports reviewed by the Assembly. ≥4	Number of audit reports reviewed by the Assembly. ≥5
Deliverables in 2026:	- Final procedures of the SAO for preparing and submitting audit reports and other documents to the RNM Assembly; - Proposal - procedures for manner of reviewing audit reports (from receipt of audit reports and other documents to adoption conclusions and monitoring implementation of audit recommendations) in the RNM Assembly.			

ACTIVITY	TIMEFRAME		RESPONSIBLE INSTITUTION	OTHER INSTITUTIONS INVOLVED	PLANNED INPUTS	
	START qq/yy	END qq/yy			BUDGET	SOURCE
1.Implementation of concluded Memorandum of Cooperation between the Assembly and the SAO.	K4/2022	K4/2028	SAO	RNM Assembly	/	/
2.Preparation of final/proposal procedures in the SAO and the Assembly for submission and review of audit reports and other documents.	K2/2022	K4/2028	SAO	RNM Assembly	9,200	External financing NDI, WFD, UNDP and others

MEASURE 2: Strengthening the institutional capacities for reviewing audit reports in the Assembly of RNM				
Measure objective:	**Measure indicator:**	**Target FY 2026**	**Target FY 2027**	**Target FY 2028**
Strengthened institutional capacities for reviewing the audit reports in the Assembly of RNM.	Number of MPs trained on the role of the SAO.	Number of MPs trained on the role of the SAO – 15.	Number of MPs trained on the role of the SAO – 20.	Number of MPs trained on the role of the SAO – 25.

Deliverables in 2026:	- A training plan for MPs in the Committee on Financing and Budget and other MPs who participate in the committees and employees of the RNM Assembly Service to facilitate the understanding of audit reports and preparation for discussion on audit reports; - Conducting trainings in accordance with the Training Plan for MPs and employees of the Service in order to understand the audit reports and to prepare for the debate on the audit reports (through study visits, workshops, case studies, debate simulations); - Activities to strengthen cooperation with the Committee on Financing and Budget, the Parliamentary Institute and the Parliamentary Budget Office of the Assembly of the RNM

ACTIVITY	**TIMEFRAME**		**RESPONSIBLE INSTITUTION**	**OTHER INSTITUTIONS INVOLVED**	**PLANNED INPUTS**	
	START qq/yy	**END qq/yy**			**BUDGET**	**SOURCE**
1. Preparation of a Training Plan for MPs and employees of the RNM Assembly Service inorder to facilitate the understanding of the audit reports and preparation for a debate on the audit reports.	K4/2025	K4/2028	SAO	RNM Assembly	2,200	External financing NDI, WFD, UNDP and others
2. Conducting 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.	K4/2025	K4/2028	SAO	RNM Assembly	28,000	External financing NDI, WFD, UNDP and others
3.Implementation of activities for strengthening cooperation with Committee on Financing and Budget, Parliamentary Institute and the Parliamentary budget office of the RNM Assembly.	K2/2023	K4/2028	SAO	Committee on Financing and Budget, Parliamentary Institute and Parliamentary Budget Office of the Assembly of RNM	24,000	External financing NDI, WFD, UNDP and others
					TOTAL:	**EUR 63,400**

2026 Action Plan for Implementation of the PFM Reform Programme

Pillars	Priority	Budget			
		National budget in EUR	Donor funds in EUR	Financial gap in EUR	Total in EUR
I Economic Analysis, Macroeconomic and Fiscal Framework	1.Tax Revenue forecasting and reporting	0	130,000	0	130,000
	2.Economic analysis and Macroeconomic forecasting	0	210,000	0	210,000
	3.Strengthening Debt Management	14,200	10,000	0	24,200
II Revenue Mobilization	1.Tax and Customs Policy	0		500,000	500,000
	2.Tax Administration	5,057.240	0	0	5,057.240
	3.Customs	1,000,000	7,000.000	0	8,000.000
III Planning and Budget	1.Budget Planning	0	660,000	0	660,000
	2.Strengthened Public Investment Management	30,000	90,000	0	120,000
	3. Strengthen the accounting of budgets and budget users	0	0	0	0
	4. PFM at Local Level	2,000	0	0	2,000
IV Public procurement	1.Public Procurement Policy	0	0	0	0
	2. Public Private Partnership and Concessions on goods of general interest	192,000	0	22,000	214,000
V Public finance digitalisation and continuous lear ning	1. Implementation of an Integrated Financial Management Information System (IFMIS)	0	0	0	0
	2. Public Finance Academy (Learning organisation)	4,000	0	51,000	55,000
VI Public Internal Financial Control	1.Financial Management and Control	42,000	0	0	42,000
	2.Internal Audit	52,000	0	0	52,000
VII External audit and parliamentary oversight	1.External audit	214,500	1.027,400	0	1,241.900
	2.Parliamentary Oversight	0	63,400	0	63,400
Total		6,607.940	9,190.800	573,000	16,371.740