



**ACTION PLAN
FOR
PUBLIC ADMINISTRATION REFORM IN MONTENEGRO
2010-2015**

At its session of 29 July 2010 the Government of Montenegro adopted the Draft Agenda of Public Administration Reform and under its Resolution No. --- ---- of ----- year charged the Expert Team with drafting the Action Plan for the implementation of the Strategy and proposing the amount of funds that the implementation requires.

The Action Plan for the implementation of the Strategy for Public Administration Reform in Montenegro provides an overview of activities, national stakeholders as well as of deadlines and budget for the Strategy's implementation in the period 2010 - 2015.

Upon the proposal of the Council for State Administration Reform and the Coordinating Committee for Local Self-government Reform, the Government of Montenegro, in line with its Strategies Implementation Analysis will adopt as of 2012 annual Action Plans with detailed description of the activities, national stakeholders and funds for their implementation.

1.1 CONSISTENCY OF STATE ADMINISTRATION SYSTEM					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Scope of competences and responsibilities clearly defined	Functional analysis on the organisation of state administration system	MIAPA MF HRMA	2011	Analysis finalised	donors
Legal framework for state administration system harmonized with the Constitution	Preparation of the proposal of the Act amending State Administration Act	MIAPA	2011	Proposal approved	€6,000
	Preparation of the proposal of the Ministries Act and other state administration authorities	MIAPA	2011	Proposal approved	€10,000
	Preparation of the proposal of the Government Act	GSG	2011	Proposal approved	€10,000
	Preparation of proposals of planned secondary legislation: the Ministries and other State Administration Authorities Act and the Government Act	MIAPA	12 months from the adoption of the Act	Secondary legislation adopted	€10,000
Rationalisation of state administration	Preparation of the programme for rationalisation of state administration	MF	2011	Salaries fund reduced by 5%, or €30 million	

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	Amendment of acts on internal organisation and systematisation of work posts	All state administration authorities	2012	Acts adopted in accordance with the rationalisation programme	
Status of public authority organisations in public administration system clearly defined	Analysis of the status of public authority organisations in public administration system	MIAPA experts	2011		Council of Europe
Consistency of public administration system	Preparation of the proposal of the Public Services and Funds Act	MIAPA	2013		€10,000
	Preparation of the proposal of the Public Agencies Act	MIAPA	2013		€10,000
1.2. PUBLIC FINANCE					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Salaries system improved	Act on Salaries Funded from the Budget of Montenegro	Ministry of Finance	2010	Act adopted	€10,000
Work of state administration rationalised	Create conditions for delegation of some state affairs to the private sector (outsourcing)	Ministry of Finance / other state authorities	2013	Outsource plans prepared and part of affairs outsourced on the private sector	
Stability of public finance	Improvement of own system for development of fiscal projections ensuring long term sustainability and of midterm fiscal framework for the country	Ministry of Finance	2012	Midterm fiscal framework created defining country's midterm fiscal targets and the key fiscal indicators, as well as potential risks of public-finance crisis	

	Amending Pension and Disability Insurance Act	Ministry of Finance	2011	Act amended	Pension and Disability Insurance Act amended
System for the control of expenditures improved	Introduction of compilation method for public finance performance data using calculations base according to ESA95 methodology	Ministry of Finance	2011	System introduced for monitoring and budget implementation according to programme classification with GFS and ESA95 criteria	donors
	Centralisation of all budget users' revenues	Ministry of Finance	2012	centralisation of all budget users' revenues	
	Establishment and development of adequate system of financial management and control	Ministry of Finance	2012	Adequate system of financial management and control established	donors
	Establishment and development of the independent function of internal audit in the public sector	Ministry of Finance / other authorities	2013	Internal audit capacity in public sector established and trained	donors
1.3. CIVIL SERVICE SYSTEM					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Civil service system improved	Drafting of the Civil Servants and Employees Act	MIAPA HRMA	2011	- Proposal approved	€10,000
	Drafting of secondary legislation for the implementation of the	MIAPA HRMA	12 months following the adoption of the Act	Secondary legislation prepared and adopted	€15,000

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	Civil Servants and Employees Act				
	Training of civil servants and employees in the implementation of the new Civil Servants and Employees Act	HRMA all authorities	Continuously after the adoption of the new Civil Servants and Employees Act	Civil servants and employees trained in implementing the Act	Budget
Competent staff working in state authorities	Preparation of the Programme for attracting and maintaining staff in state administration	MIAPA HRMA	2013	Programme adopted for attracting and maintaining staff in state administration	€10,000
	- Defining mandatory training curricula for different categories of civil servants/employees - mandatory training curricula distributed to state authorities - promotion of mandatory training curricula	HRMA, experts	2011	Mandatory training curricula defined, distributed to authorities and promoted at round tables / workshops	€30,000 donation
	Implementation of mandatory training programmes for civil servants and employees	HRMA, all authorities	continuously	Number of servants who have attended mandatory training programmes	Budget Donation
	Developed cooperation of state authorities with higher education institutions during desinging/implementation of training programmes	All authorities		-Cooperation established -Number of concluded cooperation agreements - Training programme developed in cooperation with higher education institutions	
	Setting up of human resources management units in state authorities	All authorities	2012	Human resources units set up in all authorities	
	Training of staff in human	HRMA, all authorities	Continuously after	- Staff in human resources	Budget

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	resources management units		human resources units are set up	management units trained - Number of staff who attended training	Donation
	Managing human resources through the central human resources record	All authorities		All authorities have entered and regularly update human resources data in central human resources register	
Accountability strengthened of staff working in state administration at all levels	Intensified supervision over the implementation of the law and strengthening of civil servants' accountability			- Number of disciplinary procedures initiated -Number of state authorities that conducted the assessment of their civil servants and employees - Number of authorities that did/did not enter data in central human resources record	
Raising the level of ethics in civil servants and employees	Adopting Integrity Plans	All authorities in cooperation with DACI	2011	- everyone	€0.8 mil IPA 2008
	Implementation of training in issues concerning Integrity Plans	HRMA and DACI	continuously	Number of civil servants who attended training	
	Protection of whistleblowers (reporting corruption)	Ministry of Labour and MIAPA	2010	Proposal of the Civil Servants and Employees and Employees and the Labour Act approved	
	Implementation of the Programme: Raising awareness of significance of anti-corruption action			Number of civil servants who attended the training	
Strengthened capacity of MIAPA and HRMA	Strengthening of human capacity and physical capacity (premises) in MIAPU and HRMA	Government of MNE	2011	-Vacancies filled in accordance with the Rule book on internal organisation and systematisation in MIAPU and HRMA	€200,000

				-IT equipment purchased for one training room in the south and two such rooms in the north of Montenegro -Technical conditions in place for newly recruited staff in MIAPU and HRMA	€30,000
1.4. QUALITY OF LAWS AND STRATEGIC DOCUMENTS					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Consistent legal system	Implementation of regulatory reform – Guillotine of regulations	Government Council for Regulatory Reform	2010	Number of regulations reduced by 10%	€500,000 IFC
Improved quality of proposals of laws and of strategic documents	Implementation of Regulatory Impact Analysis	Government Council for Regulatory Reform	continuously	RIA Body established	
	Training of staff in drafting regulations	HRMA	2011	Staff in state administration trained	
System of coordination of public policies and strategic planning established	Strengthening capacity of General Secretariat	Government /GSG	continuously starting from 2011	Decree on General Secretariat of Government amended	
	Establishing the commission for coordination of public policies	Government/GSG	2011	Commission for coordination of public policies established	
Transparent process of adopting and implementing regulations	Regulating normatively the procedures for public consultations and transparency of the procedure for the participation of the civil society	All authorities in cooperation with the Council for Cooperation with NGO		Report of international and watchdog organisations	
				Number of visits to the portal, public consultations, publications	

1.5. ADMINISTRATIVE PROCEDURE					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Unification of administrative procedures and improvement of the normative framework for general administrative procedure	Preparation of the proposal of Administrative Procedure Act	MIAPA	2012	Cost of administrative procedures reduced	Donors: SIGMA programme
	Preparation of the proposal of ACA	Ministry of Justice	2014		Donors : SIGMA
Professional attitude to clients and quality administrative decisions	Strengthening capacity of administrative inspection	MIAPA, with experts	continuously	Number of controls and measures taken increased	
	Training in implementation of regulations	HRMA with foreign experts	continuously		€12,000 + technical support SIGMA
Simplification of administrative procedures (One Stop Shop)	Reform of licensing	Council for Regulatory Reform	2010	Inventory of administrative procedures carried out 25% of administrative procedures cancelled	USAID – €5 million
	Inventory of administrative procedures	Council for Regulatory Reform	2011		
	Establishment of licensing centre	Government	2012	Licensing Centre established	
	Establishment of the Register of licenses, permits and permissions	Licensing Centre	2012	Register of permissions	
	IT system and Web Portal of the Licensing Centre	MIS	2012	IT system and WEB Portal established	
Quality of administrative decisions	Training of staff in implementing the Administrative Procedure Act	HRMA			€30,000
	Building capacity of the staff for administrative procedures	HRMA with foreign experts	continuously	Number of overturned administrative decisions in second instance	

				administrative procedures reduced by 25%	
1.6. E-GOVERNMENT					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Electronic document management system established in state administration authorities	Adoption of secondary legislation - Decree on cyber security measures - Decree on office operations (adjusted to public administration electronic management) - Rulebook on the prevention and protection from computer security incidents on the Internet	MIS	2011	Secondary legislation adopted	€10,000
	Setting up of state communications network	MIS	2011	State communications network set up	€30,000
	Network IT systems	MIS	2011	IT systems networked	€20,000
	Training of staff in accordance with ECDL standard	MIS HRMA	continuously from 2011	All staff has unergone training	€200,000
Conditions put in place for electronic communication between citizens and other entitites with the public administration	Setting up of a certification authority	MIS	2011		€200,000
	Setting up of e-government portal	MIS	2011		€500,000

	Setting up of e-public procurement system	MIS	2012		€150,000
	Ensuring better access to data bases	MIS	2011		
1.7. INSPECTION SUPERVISION					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Improved normative and institutional framework	Designing the concept for the establishment of the Directorate for Inspection Affairs	Ministry of Economy	2010	The concept for the establishment of the Directorate for Inspection Affairs adopted	€5,000
	Amendments prepared for the Inspection Supervision Act	MIAPA and UMMNE	2011	Proposal of the Amendatory Inspection Services Act approved	€5,000 Technical support Council of Europe
	Preparing the proposal of the Inspection Services Act	MIAPA	2011	Proposal of the Inspection Services Act approved	10,000
	Establishing the Directorate for Inspection Affairs	Government	2011	Directorate for Inspection Affairs established	
Strengthening human and technical capacity of the Inspectorate	Developing Inspection IT system	Directorate for Inspection Affairs MIS	2011	Inspection IT system established	€250,000
	Training	HRMA	continuously	All inspectors undergone training	€150,000

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	Supply of equipment	Directorate for Inspection Affairs	2012	All inspectors have a portable PC and printer, and 1 company car per 2.5 inspectors	€550,000
2. LOCAL SELF-GOVERNMENT					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
FURTHER GRADUAL FUNCTIONAL DECENTRALISATION CARRIED OUT	Adoption of the Territorial Organisation of Montenegro Act	MIAPA	2011	Territorial Organisation of Montenegro Act adopted	0,00
	Organising national consultations on the most appropriate approach for gradual introduction of polytypic model for organising local self-government	MIAPA and UMMNE	2013	3 round tables organised with experts, international partners and representatives of LGU and a study visit organised to a country considered an example of good practice for Montenegro	€30,000
	Preparation of a study on the possibility of introduction of polytypic model for organising local self-government	MIAPA and UMMNE	2013	Government adopted the study	€10,000
	Signing a Cooperation Agreement between the Government and Union of Municipalities on the project of introducing a polytypic model for organising local self-government	MIAPA and UMMNE	2014	Cooperation Agreement signed	0,00
	Adoption by the Government of secondary	MIAPA	2015	All planned and	€15,000

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	legislation on delegation of part of affairs and manner of their conduct onto local self-government units, which show interest in further deconcentration, and later in full decentralisation of affairs			necessary secondary legislation adopted	
	Capacity development programme in 3 selected municipalities	MIAPA	2014	3 municipalities capable of overtaking new functions	
STRENGTHENED AND SUSTAINABLE SYSTEM OF LOCAL SELF-GOVERNMENT FINANCE	Conducting analysis on part of the local self-government finance system in order to achieve an adequate level of debt in local self-government, financial sustainability and good collection rates for own revenues	MF, MUPJU, UMMNE	2010	Analysis conducted and audit document adopted by Coordinating Committee for Local Self-government Reform (CCLSG), with future tasks and recommendations included	Council of Europe
	Designing special local policies on collection of revenues and conducting a consistent collection policy at the local level. The Union of Municipalities to design the model, with each local self-government unit developing it further and eventually adopting it independently	UMMNE with the support of MF	2011	Local revenues collection policy model designed and concept of promotional media campaigns, intended for citizens, designed	€5,000
	Finding solution to the problem of municipal debt by the Government overtaking guarantees for part of local government debt in order to bring the debt level down to maximum 10%, in	MF and UMMNE	2011	- Government adopts the document - Debt of all	Credit arrangement

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	accordance with the Local Self-government Finance Act			municipalities reduced to limit set by law	
	Campaign – Raising awareness of citizens of the duty to pay taxes and other charges and observe tax policy rules	UMMNE and LGU	2011	One month long campaign conducted as well as interviews with citizens in local communities	€10,000
	Introducing by law a higher sanction rate for untimely fulfilment of obligations concerning tax and other charges by citizens and other entities	UMMNE, and local self-government units (LSGU), with the support of MF	2011	Documents introducing higher sanction rates adopted	0,00
	Timely and efficient implementation of measures against citizens and other entities who do not fulfil their obligations toward local self-government units	Local self-government units	continuously	Increased rate of collection and penal procedures by 40% over 2010	0,00
	Conduct internal audit of LGU's fiscal policy management	UMMNE, LSGU	continuously	Regular internal audit conducted in all LGU's	0,00
	Conduct external audit of LGU's fiscal policy management	MF, SAI, LSGU	continuously	External audit conducted in all LGU's	0,00
	Amendatory Local Self-Government Finance Act in order to set the categories of expenditure for which money from Equalisation Fund can be used and to define the sanctions for misapplication of funds	MF	2011	Proposal of the Act approved	3,000
	Stabilisation of the Equalisation Fund and enforcement of fair rules	MF and UMMNE	continuously starting from 2011	Two budget cycles executed with the stabilised Equalisation Fund	

IMPROVED QUALITY OF LIFE IN LOCAL COMMUNITIES, WITH ACCELERATED ECONOMIC GROWTH AND ADOPTION OF NEW METHODS OF COMMUNICATION AND OPERATION IN LOCAL SELF-GOVERNMENT	Provision of services that are adjusted to the needs of vulnerable and marginalised groups	LSGU	2011	Social programmes adopted at the local level in all LGU's and structures necessary for their implementation established	0,00
	Introduction of the „System 48“ in all local administration authorities and service agencies, with special focus on citizens' bureau	UMMNE and LSGU, with the support of MIS	2012 and 2013	IT supported relations with citizens and satisfaction of their needs in 60% of LGU's	/
	Setting up of business incubators in local self-government units, in cooperation with international partners	UMMNE and LSGU, with the support of MF	2011 and 2012	Business incubator set up in 12 LGU's	€12,000,000
	Identifying and lifting of the business barriers at the local level and achieving competitiveness and quality of services of products of the local economy	UMMNE and LSGU, with the support of MF and MIAPA	continuously	Intersectoral commission at national level set up and detailed analysis prepared of existing business barriers in the work of all LGU's. 50% of identified barriers removed.	€5,000
	Preparation, promotion and implementation of local economic development plans	UMMNE and LSGU	2011, 2012 and 2013	Local economic development plans prepared in all LGU's, plans promoted at various fairs and other investment	Donors €500,000

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				fora by 12 LGU's , 50% of plans implemented in 5 LGU's.	
	Adoption of model programmes for e-government local level development by the Union of Municipalities, followed by adjustment and adoption by all local self-government units.	MIS in cooperation with UMMNE and LSGU	2011, 2012 and 2013	Model of e-government development programme determined	€10,000
	Training of local civil servants and employees in using the ICT system	UMMNE and LSGU	2013 and 2014	42 training programmes implemented	€42,000
	Establishment of centralised internal IT system for mutual communication of civil servants from various local government authorities by using ICT technology	UMMNE and LSGU, with the support of MIS	2012, 2013, 2014	System set up in 50% of municipalities	/
	Adoption of proposal of the Public-private Partnership Act	ME in cooperation with line state authorities and UMMNE	2011	Proposal of the Act approved	€10,000
QUALITY SYSTEM OF LOCAL PUBLIC SERVICE AGENCIES, COMMUNAL SERVICES AND COMMUNAL POLICE DEVELOPED	Adoption of the proposal of the Communal Services Act	MIA and EPS in cooperation with line ministries and UMMNE	2011	Inspection IT system	€10,000
	Gradual adjustment of tariffs and charges to market prices in order to ensure full coverage of costs in public companies	LSGU	continuously from 2012	Operational losses of communal companies reduced	
	Separate communal services tariff policy from social policy and develop a separate mechanism for social policy	LSGU	2013	Targeted social care	
	New investment into improving efficiency and	LSGU	2013	Investment	

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	coverage, including the possibility of private-public partnerships			budgets of communal companies increased	
	Adoption of the proposal for Communal Police Act	MF in cooperation with line state authorities and UMMNE	2012	Proposal of the Act approved	€10,000
ACHIEVE A HIGH LEVEL OF TRANSPARENCY OF LOCAL SELF-GOVERNMENT, OBSERVANCE OF ETHICS STANDARDS ENSURED AND UNITED FIGHT AGAINST CORRUPTION	Implementation of the Act ratifying additional protocol to the European Charter of Local Self-government on the right of participation in discharge of affairs of local authorities	MIAPA and UMMNE	Continuously	Activities for implementation of the Act determined	0,00
	Set a day, in addition to other regular contacts, for contact of heads of local administration authorities and councillors with citizens and interested entities – „Open Door Day“	UMMNE and LSGU	2011	Programmes for work and contacts with citizens adopted in all LGU's	0,00
	Celebrate „Local Self-government Week“, as a unique event celebrated by all Council of Europe member states	UMMNE	2011, 2012, 2013, 2014 and 2015	Celebrate a week of best practice in a local self-government selected as the example of good practice.	€30,000
	Introduction of the institute „Empty Chair“ for NGO's in all local self-government councils	UMMNE, LSGU and NGO sector	2011 and 2012	Institute introduced in all LGU's	0,00
	Adoption of ethics codes for local elected representatives, officials, civil servants and employees	MIAPA, UMMNE and LSGU	2011	Ethics Code adopted in all LGU's	0,00
	Adoption of the principle and implementation of the Council of Europe Strategy for innovations and good governance	MIAPA and UMMNE	continuously	Regulations introducing the principles amended	€5,000

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				and 20 activities aiming at observance of Strategy principles adopted	
	Review and improvement of local programmes and action plans for anticorruption activities at the local level	MIAPA and UMMNE	2011	Review of 21 programmes conducted, their content improved, implementation with concrete results	0,00
	Establishment and selection of the council for development and protection of local self-government and creating conditions for their regular work	UMMNE and LSGU	2011	Council in all LGU's established and elected	0,00
	Involvement of interested NGO's in the work of working groups set up to draft normative and other documents of interest to the local population	LSGU and NVO sector	continuously	NGO representatives in LGU's working groups drafting 100 local documents selected.	0,00
	Improvement of the system for allocation of funds to NGO's following call for applications published by local self-government units	LSGU and NGO sector	2011	Mixed groups established and new decisions on the call for grant NGO applications revised and adopted in all LGU's	€42,000
	Increase of the number of open information programmes and ensuring live broadcast of local	LSGU and NGO	continuously	TV and radio open programmes	0,00

	council sessions on PLPBS, in order to inform citizens better about the activities conducted by local self-government.			organised on PLPBS with majors once a week, live broadcast ensured of local council sessions on all PLPBS in all LGU's which have such capacity	
	Improve the work of local communities and promote the establishment and work of community coordination centres	UMMNE and LGU	continuously	Community coordination centres set up in 5 LGU's	€10,000
ACHIEVE A HIGH LEVEL OF DEVELOPMENT OF INTER-MUNICIPAL COOPERATION AND TRANSBOUNDARY COOPERATION	At national level develop a system of incentives for intermunicipal cooperation, with a possibility of state's financial participation	MIAPA and UMMNE	2012, 2013, 2014 and 2015	Regional Development Act adopted as well as secondary legislation which envisages that the Government subsidizes 20% of the projects which are the result of intermunicipal cooperation	€1,500,000
	Designing the strategy for development of intermunicipal cooperation in Montenegro	MIAPA in cooperation with line state authorities and UMMNE	2011	Strategy adopted	€10,000
	Analysis of benefits of ratification and possibility of implementation of Protocol 3 to the European Framework Convention on	MIAPA	2013	Working group set up and analysis designed	€5,000

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	Transboundary Cooperation among territorial communities or authorities				
	Implementation of the Act ratifying the European Framework Convention on Transboundary Cooperation with two additional protocols	MIAPA, MEI and UMMNE	continuously	30 projects of transboundary cooperation of Montenegrin LGU's implemented and joint offices set up for lobbying between institutions of the EU and LGU's from Montenegro and the region	MEI to assess on the basis of projects so far
	Strengthening the capacity of local self-government for establishing arrangements of intermunicipal and transboundary cooperation among territorial units or authorities	MIAPA and UMMNE	continuously	21 contact persons in LGU's selected and trained for work on projects of intermunicipal cooperation	€3,000
QUALITY AND SUSTAINABLE HUMAN RESOURCES DEVELOPMENT SYSTEM SET UP	Establishment of human resources development units in all municipalities and in Union of Municipalities of Montenegro	MIAPA, HRMA, UMMNE and LSGU	2012 and 2013	Human resources development units established and training of responsible officers in all LGU's completed	IPA 2010
	Planning and implementation of training programmes for local civil servants and employees	MIAPA, HRMA, UMMNE and LSGU	continuously	Training programme determined by UMMNE's human resources	IPA 2010

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				management unit at for the next two year period	
	Adoption of new act on systematisation and internal organisation, based on previous functional organisation in each local self-government unit	UMMNE and LSGU	2011	New acts adopted in all LGU's	€42,000 (€2,000 x 21)
	Adoption of programme of rationalisation of the LGU's staff	UMMNE and LSGU	2011	Programme adopted by all LGU's	€21,000 (1.000 x 1)
	Signing the implementation agreement by the Ministry of Finance and each individual LGU on the terms, rights and obligations during the programme of staff rationalisation.	MF and LSGU	2011 and 2012	Agreement signed with all LGU's and all agreements implemented, number of staff reduced by 19% compared to 2010.	€3,852,000
COOPERATION STRENGTHENED BETWEEN LOCAL SELF-GOVERNMENT, CENTRAL AUTHORITIES AND INTERNATIONAL ENTITIES	Strengthening the role of the Coordinating Committee for the Local Self-Government Reform by having them review all the documents of line ministries and state administration authorities that are relevant for local self-government	line ministries and UMMNE	2011	80% of line ministries' documents of strategic importance for local self-government reviewed by CCLSGR	0,00
	Strengthening direct cooperation of ministries and other state administration authorities with local self-government units, primarily by organising regular consultations when drafting regulations and documents that have direct or indirect influence on local self-government	line ministries	continuously	Consultations completed and opinion obtained of local self-government units on all the acts that regulated the status	0,00

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				of local self-government	
REFORM OF LOCAL INSPECTION SYSTEM	Proposal of the Act amending Inspection Supervision Act approved - for strengthening local inspection services, further decentralisation of powers and improved coordination, while identifying opportunities for setting up of regional inspection centres and strengthening intermunicipal cooperation in this area	Cabinet of Deputy PM for PSAFA and MIAPA, UMMNE	2014	Proposal of the Act approved	€5,000
	Building human and technical capacity of local inspection services a	MIAPA, UMMNE and LSGU	Continuously	Annual capacity development programme adopted for local inspection services	€2,000
	Establishing regional inspection centres, operation of one type of inspection service to cover several municipalities, exchange of inspectors	ME in cooperation with the line ministries	2014 and 2015	3 regional inspection centres established	/
	Reduce, consolidate, simplify inspection system by defining sectoral policies and standard of services better	MIAPA	2014	Shorter time required for individual inspection controls and reduced number of controls	
INSTITUTIONAL FRAMEWORK – MONITORING AND EVALUATION					
OBJECTIVE	ACTIVITY	NATIONAL STAKEHOLDER	DEADLINE	INDICATOR OF SUCCESS	FUNDS
Support to implementation of the Agenda of public administration reform in Montenegro	Setting up of the Council for State administration reform	Government of MNE	2010		€100,000
	Building capacity of the General Secretariat / Establishing the Unit	Government of MNE	January 2011		€100,000

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	for public administration reform				
	Strengthening human and technical capacity of MIAPA	Government of MNE	2011		€50,000
Promotion of significance and effects of public administration reform	Organising round tables annually	MIAPA in cooperation with administration authorities	continuously – one a year		€50,000
	Printing brochures and publications on the reform process	MIAPA in cooperation with administration authorities	continuously		€20,000
	Advertising campaign		continuously		€20,000