

ACTION PLAN 2016-2017

NOTE: This Action Plan elaborates in detail the activities related to the implementation of specific objectives by area, in the manner referred to in Chapter 4 of the Strategy 2016-2020

Activity	Milestones (sub-activities)	Lead agency ¹	Starting date	Planned completion date	Cost estimate	Reference to funding source	Indicator
4.1. ORGANIZATION AND RESPONSIBILITY IN PUBLIC ADMINISTRATION SYSTEM							
Objective 4.1.1: Enhanced control over the legality and expedience of work of public administration authorities							
1. Development of the Analyses on the status of organizations exercising public powers, including detailed mapping of all organizations of central state administration	a)Functional and financial analysis prepared b)Workshop on the findings and recommendations included in the Analysis	MOI (MOF)	3 rd quarter 2016	1 st quarter 2017	No separate funds needed EU/SIGMA (expert, non-monetary support)		Analytical report prepared with recommendations for the improvement of the situation

¹ For each activity one institution is designated as the lead agency while co-lead agencies are stated between brackets

2. Depending on the results of the Analysis, adopt uniform rules for the establishment, management and supervision of organizations with public powers at the national level (if necessary)	a) Prepare draft uniform rules and conduct consultations with the interested public b) Familiarize the authorities with uniform rules	MOI (MOF)	2018	2020	No separate funds needed EU/SIGMA (expert, non-monetary support)		Uniform rules adopted (if necessary)
3. Prepare a plan for reviewing the status of organizations with public powers established under a separate law (so as to ensure that management in these organizations is in accordance with uniform rules)	a) Preparation of Draft Plan b) Familiarizing the authorities with the process and the set objectives	MOI (MOF)	2018	2020	No separate funds needed EU/SIGMA (expert, non-monetary support)		Plan prepared and adopted

4. Draw-up the Analysis of functional and financial effects of the introduction of the new concept of "administrative authorities within ministries" into the Montenegrin administrative system	a) Functional and financial analysis prepared b) Workshop on findings and recommendations included in the Analysis	MOI (MOF)	2 nd quarter 2017	4 th quarter 2017	No separate funds needed EU/SIGMA (expert, non-monetary support)		Analytical report containing the information on functional and financial effects developed, with the recommendations for the improvement of the situation ²
5. Depending on the results of the Analysis, prepare amendments to the regulations in order to implement the recommendations	Sub-activities will be defined after the completion of the Analysis	MOI (MOF)	2018	2020	No separate funds needed EU/SIGMA (expert, non-monetary support)		Indicators will be defined after the completion of the Analysis
6. Strengthen human resource capacities of the Administrative Inspection	a) Fill 4 vacancies in the Inspection Directorate; b) Organize training for newly employed (LGAP, Law on	MOI	3 rd quarter 2016	4 th quarter 2017	14.080 EUR ³	Budget of Montenegro Donors ⁴	Total number of employees in the Administrative Inspection increased by two in the course of 2016 and 2017 (baseline value in 2015 - 7 inspectors)

² Depending on the recommendations included in these two analyzes, the activities will be planned in the Action plan for the period 2018-2020, focusing on the achievement of the Strategy objective which relates to the "Improvement of control over the legality and effectiveness of performance of all authorities"

³ Annualy

⁴ Negotiations have not started yet

	<p>Administrative Inspection, Law on Inspection Control);</p> <p>c) Organize specialized training for administrative inspectors who are already in service;</p> <p>d) Organize study visits</p>				50.000 EUR		<p>4 newly employed civil servants passed 3 training courses 7 administrative inspectors attended 3 training courses each</p> <p>Two study visits organized</p>
7. Develop single information system (SIS) of the Administration for Inspection Affairs (AIA) which supports inspection supervision procedure, monitoring and reporting on the work of inspections	<p>a) Analysis of the existing state of play of information and communication resources implemented in AIA based on which a detailed plan to establish a single information system (SIS) will be developed,</p> <p>b) Beginning of the implementation of</p>	<p>Administration for Inspection affairs (MIST)</p> <p>Administration for Inspection</p>	4 th quarter 2016	4 th quarter 2017	20.000 EUR	<p>Budget of Montenegro</p> <p>Donors⁵</p>	<p>Analysis developed⁶</p> <p>The Plan prepared</p>

⁵ Additional donors' support will be requested if necessary

⁶ Other activities required for the establishment of the SIS will be concretised in the AP for 2018-202

	the Plan.	affairs (MIST)					
8. Develop the Analysis of the effects of merging of inspections within the Administration for Inspection Affairs		Ministry of Economy (AIA and MOI)	1 st quarter 2017	2 nd quarter 2017	No additional funds needed		The Analyses developed

Objective: 4.1.2.: More effective exercise of the right to free access to information							
1. Prepare amendments to the Law on Free Access to Information, in order to ensure more efficient access to information	<p>a) Consultations with the interested public before the start of the preparation of the Draft Law;</p> <p>b) Conducting public consultations on a draft law</p> <p>c) Formulation of the Draft law by the Government;</p> <p>d) Amendments to by-law with the aim to reduce costs for applicants as regards copying information</p>	Ministry of Culture	3 rd quarter 2016	2 nd quarter 2017	No separate funds needed	Budget of Montenegro	<p>Amendments to the Law adopted</p> <p>Reduced costs for applicants regarding the copying of information</p>
2. Conduct training sessions for the employees in the authorities on the application of new solutions contained in the Law	Not relevant	HRMA	1 st t quarter 2017	4 th quarter 2017	200 EUR	Budget of Montenegro	150 civil servants in the authorities who attended training sessions

3. Conduct training sessions for the employees working in the Agency for the protection of personal data and free access to information on the application of new solutions contained in the Law	Not relevant	HRMA (Agency)	1 st quarter 2017	4 th quarter 2017	700 EUR	Budget of Montenegro	20 civil servants of the Agency who attended training sessions
Objective: 4.1.3.: Strengthened managerial responsibility at the level of middle management in state administration authorities							
1. Analysis of current state of reporting in the public sector in pilot institutions (in relation to the objectives, performance and strengthening of managerial responsibility)	a) Prepare the questionnaire for the Analysis b) Collect data from pilot institutions c) Prepare analytical report with recommendations	MOF (General Secretariat of the Government)	3 rd quarter 2016	4 th quarter 2017	No separate funds needed	Budget of Montenegro	Reporting Analysis developed
2. Prepare the methodology for performance monitoring and reporting	Not relevant	MOF	1 st quarter 2017	4 th quarter 2017	No separate funds needed	Budget of Montenegro	Methodology prepared
3. Prepare the methodology for delegating powers	Not relevant	MOF	1 st quarter 2017	4 th quarter 2017	No separate funds needed	Budget of Montenegro	Methodology prepared

4. Conducting training sessions for managers in accordance with the program of training in the field of internal financial control system	a) Select trainers who will conduct training courses, according to the topics	HRMA (MOF)	3 rd quarter 2016	4 th quarter 2017	10.000 EUR	Budget of Montenegro	150 managers (at the central and local level) who attended the training annually
4.2. SERVICE DELIVERY							
Objective 4.2.1.: Improved efficiency, effectiveness and citizens' satisfaction with the quality of delivered administrative services							
1. Build administrative capacities for the application of administrative solutions contained in the new Law on Administrative Procedure	Training sessions organized for 2400 employees	Human Resources Management Authority - HRMA	3 rd quarter 2016	4 th quarter 2017	220.800 EUR	Budget of Montenegro	80% of employees working on administrative procedures underwent training on the application of solutions contained in the new Law on General Administrative Procedure (out of the total of 3000 employees) - 50% in 2016 and 30% in 2017
2. Harmonize special regulations with the new Law on Administrative Procedure	a) Analyze specific legislation recognized to contain deviations from the Law on Administrative Procedure b) Prepare	MOI (all ministries)	3 rd quarter 2016	2 nd quarter 2017	No separate funds needed	Budget of Montenegro	More than 100 special laws harmonized with the new Law on Administrative Procedure (evaluation)

	amendments to the analyzed laws						
3. Develop a system of monitoring and evaluation of the implementation of the new Law on Administrative Procedure	<p>a) Develop the Rulebook on monitoring the implementation of the new LAP</p> <p>b) Regular monitoring of the implementation of the new LAP by all authorities</p> <p>c) Preparation of the Annual report on acting in administrative matters</p>	MOI (all authorities)	3 rd quarter 2016	1 st quarter 2018	150.000 EUR	Budget of Montenegro Donors ⁷	The Report adopted
4. Analyse specific administrative procedures as the basis for the information system	Not relevant	MOI	3 rd quarter 2016	4 th quarter 2017	75.000 EUR	Donors ⁸	Analysis on specific administrative procedures conducted
5. Adopt the new Law on Administrative Dispute	Deliberation and enactment procedure by the Parliament	Ministry of Justice	1 st quarter 2016	2 nd quarter 2016	No separate funds needed	Budget of Montenegro	Law on Administrative Dispute enacted

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6. Strengthen the capacities of the Administrative Court for the implementation of the new Law on Administrative Dispute	a) Develop the Needs Analysis, including judges and court advisers b) Conduct training program c) Conduct training for judges and advisers	Ministry of Justice (Administrative Court, Judicial Training Centre)	4 th quarter 2016	4 th quarter 2017	75.000 EUR	Budget of Montenegro Donors ⁹	90% of judges and advisors in the Administrative Court undergone training sessions
7. Monitoring over the implementation of the new Law on Administrative Dispute, with an emphasis on average duration of administrative disputes	a) Collect data for the report b) Analyze the collected data and prepare findings	Ministry of Justice (Administrative Court)	4 th quarter 2017	1 st quarter 2018	30.000 EUR	Budget of Montenegro Donors ¹⁰	Annual Report for 2017 prepared
8. Establish regular measurement of citizens' satisfaction with the delivery of services by key authorities (MOI, Real Estate Administration, Tax Administration and 23 local self-		MOI (Real Properties Administration, Tax Administration and local self-governmen	4 th quarter 2016	4 th quarter 2017	No separate funds needed	Budget of Montenegro Budget of Local self-government units	Measurement results published on the Internet pages of the authorities (half-yearly)

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government units)		t units)					
Objective 4.2.2.: Interoperability of registers ensured as well as the availability of data from registers to users							
1. Establish a Single information system for the electronic data exchange between national authorities and state administration (SISEDE)	<p>a) Conduct analysis of the state of play</p> <p>b) Implement solutions - development of system platform and applications for interconnection and data exchange</p> <p>c) Train users</p> <p>d) Conduct the analysis on the possibility of including other electronic registers¹¹</p>	Ministry for Information Society and Telecommunications - MIST (all state authorities and public administration bodies)	3 rd quarter 2016	4 th quarter 2017	400.000 EUR	Budget of Montenegro , UNDP	Systems and applications platform for interconnection and automatic data exchange established on 1 st September 2016

¹¹ On the basis of this analysis, activities will be recognized for the period 2018-2020

3. Implementation of eDMS (Stage II) in other administrative authorities	<p>a)Recording the number of future institutions and users within institutions, as well as the existing infrastructure for the introduction of eDMS-Stage II</p> <p>b)Development of new technical conditions and tenders for the adjustment and implementation of eDMS-Stage II</p> <p>c)Development and adjustment of eDMS for all administration authorities</p> <p>d)Implementation of eDMS and putting it into production</p>	MIST (other administration authorities)	2 nd quarter 2017	4 th quarter 2020	1.900.000 EUR	Donations ¹²	<p>The number of institutions in which eDMS was implemented 2017 – 15% 2020 - 45%</p> <p>Number of users trained: * 2017 – 250 2020 - 750</p> <p>Number of active users: * 2017 – 50 2020 - 200</p> <p>Number of cases/documents recorded through eDMS system: * 2017 – 10.000/20.000 2020 - 50.000/100.000</p>
4. Drafting regulations – amendments to Decree on office operations and	<p>a) Preparation of draft regulations</p> <p>b) Adoption of</p>	MOI (in cooperatio	3 rd quarter 2016	4 th quarter 2017	15.000 EUR	Budget of Montenegro	Amendments to the Decree and Instructions adopted

¹² Donations relate to the second stage of implementation of eDMS. Cost estimate has been made, and it is planned to provide these funds from IPA funds

adoption of the new Instructions for the implementation of the Decree concerned for the purpose of implementation of eDMS and training of employees for the implementation of these regulations	regulations c)Conduct training courses for the implementation of regulations	n with MIST and HRMA)					Number of employees trained for the implementation of these regulations 2016 – 30 2017 - 50
Objective 4.2.3.: E-government Portal represents single point of access to electronic services offered by administration authorities with a high degree of user experience and user satisfaction.							
1. Establish electronic services defined within priority objectives (pre-school enrolment, enrolment in primary schools and secondary schools, student loans requests, change of place of residence, vehicle registration, registration of companies and public procurement)	a)Adjustment of standard documents used in the procedures/ requirements of electronic procedures b)Establishment of eServices in educational institutions	MIST (MOI and all institutions involved in provision of services selected)	3 rd quarter 2016	4 th quarter 2017	500.000 EUR	Budget of Montenegro and Donors	Number of regulations adjusted to selected electronic services, i.e. adjusted to electronic operations Number of children enrolled in educational institutions through eService (in preschool institutions, primary and secondary school) for

	<p>c) Establishment of eServices related to the registration of enterprises</p> <p>d) Training of administrators</p> <p>e) Promotion of eServices towards users</p>						<p>2017:</p> <p>Preschool institutions – 500 (out of 17000 children)</p> <p>Primary schools – 6000 (out of 68000 elementary-school pupils)</p> <p>Secondary schools – 2000 (out of 28000 secondary-school students)</p> <p>Number of administrators trained</p> <p>2016 – 10 2017 - 15</p> <p>Number of promotion events (including media appearances) held for eServices users</p> <p>2016 – 15 2017 - 25</p>
<p>2. Increase the number of electronic services and include a large number of institutions</p>	<p>a) Prepare the applications for receiving all types of documents, acts</p> <p>b) Conduct training for senior</p>	<p>MIST (all state authorities and public administration bodies)</p>	<p>3rd quarter 2016</p>	<p>4th quarter 2017</p>	<p>No separate funds needed</p>	<p>Budget of Montenegro</p>	<p>Proportional increase in the number of electronic services on the eGovernment Portal:</p> <p>2015 - 129 2016 – 50% (compared to the number from 2015) 2017 – 50% (compared to</p>

	<p>management on the importance and benefits of electronic services</p> <p>c) Creation of new electronic services on the E-government Portal by state authorities (institutions)</p>						<p>the number from 2016)</p> <p>Proportional in increase in the number of state authorities (institutions) providing electronic services on the E-government Portal: 2015 - 27 2016 – 30% (compared to the number from 2015) 2017 – 30% (compared to the number from 2016)</p>
<p>3. Establish higher level of eDemocracy through increased level of application of eParticipation</p>	<p>a) Increase the number of announcements for public consultations on the E-government portal by the competent state authorities</p> <p>b) Training of moderators</p> <p>c) Promotion of eParticipation</p>	<p>MIST (all state and state administration authorities)</p>	<p>3rd quarter 2016</p>	<p>4th quarter 2017</p>	<p>No separate funds needed</p>	<p>Budget of Montenegro</p>	<p>Proportional in increase in the number of announcements of public consultations on the E-government Portal ** 2015 - 62 2016 – 20% compared to the number from 2015) 2017 – 20% (compared to the number from 2016)</p> <p>The number of state authorities that published public consultations on the E-government Portal 2015 - 11 2016 – 14 2017 – 16</p> <p>The number of</p>

							promotional events (including media appearance) conducted for citizens 2016 – 30 2017 – 50
4. Establish the system for measuring customer satisfaction with electronic services delivered on the E-government Portal	<p>a) Increase the number of electronic surveys published on the E-government Portal by the state authorities (institutions)</p> <p>b) Provide the possibility for users to assess and comment on all electronic services on the E-government Portal</p> <p>c) Promotion of electronic surveys and the possibility for users to assess and comment on electronic services offered on the E-government</p>	MIST	3 rd quarter 2016	4 th quarter 2017	No separate funds needed	Budget of Montenegro	<p>The number of surveys published on the E-government Portal 2015 – 1 2016 - 5 2017 – 10</p> <p>The number of state authorities that published surveys on the E-government Portal 2015 – 1 2016 - 3 2017 – 7</p> <p>The number of electronic services on the E-government Portal that users are able to assess and comment on 2015 – 0 2016 - 1 2017 – 10</p>

	Portal						
4.3. CIVIL SERVICE SYSTEM AND HUMAN RESOURCES MANAGEMENT							
4.3.1. Objective: Strengthened professional capacities of the heads of authorities and senior management with clearly established criteria for their selection							
1. Improvement of capability testing procedure of the candidates for the positions of the heads of authorities and senior management	<p>a) Prepare amendments to LCSSE</p> <p>b) Prepare a bylaw</p> <p>c) Familiarization of senior management with new legal solutions related to the introduction of competences</p>	MOI (HRMA and local self-government units)	3 rd quarter 2016	4 th quarter 2017	45.000 EUR	Budget of Montenegro Donors ¹³	<p>Amendments to LCSSE and the bylaw adopted</p> <p>Selection criteria for persons included in this category defined</p> <p>Number of heads and persons from senior management category familiarized with the solutions related to the introduction of competencies</p>
2. Establish the model of competences for the heads of authorities and senior management	a) Development of the Analysis of comparative experiences and	HRMA (MOI)	3 rd quarter 2016	4 th quarter 2017	150.000 EUR	Budget of Montenegro Donation ¹⁴	<p>Analysis of comparative experiences and examples of good practice prepared</p> <p>The framework of</p>

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	<p>examples of good practice for the preparation of competences framework model</p> <p>b) Competencies framework model developed</p> <p>c) Training for trainers</p> <p>d) Training of civil servants working on preparation of acts of internal organization and workplace systematization</p> <p>e) Training of members of the Commission for conducting capabilities verification procedure</p>				EU/SIGMA (expert, non-monetary support)		<p>competences introduced</p> <p>15 trainers trained</p> <p>35 state administration authorities changed the acts on internal organizations and systematization</p>
3. Conduct selection procedures for the heads and senior	Not relevant	HRMA (all state authorities)	2018	2020	No additional funds	Budget of Montenegro	Selection procedures for the heads and senior management are

management in accordance with the established framework of competences)				needed		conducted in 100% of cases, in accordance with the established framework of competences
4. Develop analysis on possibilities and justification of introduction of the re-election system in senior management positions	a) Analyse comparative practice in this area b) Define options for senior management in Montenegro	HRMA (MOI)	1 st quarter 2018	4 th quarter 2018	No separate funds needed EU/SIGMA (expert, non-monetary support)	Budget of Montenegro	Analysis developed
4.3.2. Objective: <i>Increased competition and reduced discretion when making decision on the selection of candidates through greater transparency and smaller number of candidates on the list for final selection</i>							
1. List for the selection of candidates shortened from 5 to 3	Prepare amendments of LCSSE	MOI (HRMA)	3 rd quarter 2016	4 th quarter 2017	No additional funds needed	Budget of Montenegro	3 candidates on the selection list
2. System for electronic testing of candidates established	a) Developed software and application for electronic testing of capabilities and their maintenance b) Questions database for the	HRMA	3 rd quarter 2016	4 th quarter 2017	80.000 EUR	Budget of Montenegro Donors ¹⁵	The system will be operational and in use as of 1 st January 2018 Collection of questions prepared for every area which is the subject matter of the theoretical part of the written test in the capabilities testing

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	preparation of the theoretical part of the written test developed and upgraded						procedure
3. Improve the capacities of new members of the Commission for capabilities testing	<p>a) Establish Program and Training Plan for the strengthening of capacities of the members of the Commission for the selection and appointment of candidates</p> <p>b) Training of Commission members on annual level</p> <p>c) Amended decision on remuneration for Commission for capabilities verification</p>	HRMA	3 rd quarter 2016	4 th quarter 2017	200.000 EUR	Budget of Montenegro Donors ¹⁶	<p>Program and Training plan for the strengthening of the capacities of the members of the Commission for the selection of candidates established</p> <p>The number of reported professionals and renowned experts (2015 - 45; 2017- 55)</p> <p>80% of the members of the Commission for the selection and appointment of candidates underwent training</p>

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4. Amend the the Law on Civil Servants and State Employees (LCSSE) and a bylaw with the aim of improving candidates' capability verification procedure, reduce the number of procedures and costs	a) Prepare amendments to LCSSE and change a by-law which regulates a procedure for capabilities verification c) Establish the methodology for submitting practical part of the written test by the state authorities	MOI	3 rd quarter 2016	4 th quarter 2017	No additional funds needed	Budget of Montenegro	LCSSE amended and the bylaw which regulates capability verification procedure Methodology for submitting practical part of the written test by the state authorities established
4.3.3. Objective: Human resources management improved and the effective system for monitoring, employee optimisation and measuring the quality of their work established							
1. Improve personnel planning	a) Prepare amendments of LCSSE b) Bylaw related to personnel planning developed	MOI (HRMA and local self-government units)	1 st quarter 2016	4 th quarter 2017	100.000 EUR	Budget of Montenegro Donors ¹⁷	100% of state authorities developed their personnel plans 79 trained HRMA officers and civil servants in the authorities responsible for human resources planning

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	<ul style="list-style-type: none"> a) Guidelines for personnel planning, implementation and monitoring developed b) Upgrading of CPR c) Training for HRMA officers and civil servants in the authorities responsible for human resources planning 						
2. Determining target values for employee optimisation in state authorities	<ul style="list-style-type: none"> a) Form inter-departmental team for coordination and monitoring of the implementation of this activity -2016 b) Establish employee optimisation criteria and 	MOI (all authorities)	3 rd quarter 2016	4 th quarter 2019	No additional funds needed EU/SIGMA (expert, non-monetary support)	-	Methodology established 100% state authorities developed situation analysis ¹⁸

¹⁸ The indicator: "Number of authorities which meet target values" will be recognized in the Action plan for 2018-2020.

	<p>methodology - 2016</p> <p>c) Situation analyses based on the methodology by all authorities - 2017</p> <p>d) Determining target values for employee optimization, by the Government - 2018</p> <p>e) Monitoring of the implementation of employee optimisation plan - 2019</p>						
3. Monitor the implementation of human resources planning through CPR	<p>a) Collect the data</p> <p>b) Prepare annual reports</p>	MOI (HRMA)	3 rd quarter 2016	4 th quarter 2017	No additional funds needed	Budget of Montenegro	Annual report
4. Introduce a system for better management and control of salaries	<p>a) Development of project task</p> <p>b) Software</p>	MOF (HRMA)	3 rd quarter 2017	2020	50.000-100.000 EUR	Budget of Montenegro and Project	Software operational and in use as of 1 st January 2020

	<p>solution created for the connection of the CPR with the records of the salaries kept by the Ministry of Finance</p> <p>b) Training for civil servants</p>						Calculation of salaries is carried out based on the data contained in the CPR
5. Strengthen control and inspection mechanisms in order to ensure for state authorities to promptly enter data into the CPR, through application of inspection measures	Inspection supervision conducted	MOI	3 rd quarter 2016	4 th quarter 2017	No additional funds needed	Budget of Montenegro	<p>Percentage of CPR promptness (in 2016 to 90%; in 2017 to 95%)</p> <p>Number of inspection measures in relation to inspection controls where irregularity is found</p>
6. Develop mandatory training programs for different categories of civil servants and employees (including SM ¹⁹)	a) Amendments to LCSSE in the part of professional development, as well as its connection with the system of human resources development	HRMA and local self-government units	3 rd quarter 2016	4 th quarter 2017	210.000 EUR	Budget of Montenegro Donations	<p>Amendments to the LCSSE adopted by the Parliament</p> <p>A bylaw adopted</p> <p>Mandatory training program for senior management defined</p> <p>Mandatory training program defined for the</p>

¹⁹ Senior management

	<p>b) Prepare a bylaw on professional training and development</p> <p>c) Establishment of a mandatory training programme for senior management</p> <p>d) Establishment of a mandatory training programme of the newly employed "introduction to work"</p>						newly employed
7. Conduct mandatory training programmes for different categories of civil servants and employees		HRMA	2018	2020		Budget of Montenegro Donations	Number of civil servants and employees who underwent training
8. Establish regular measuring of satisfaction of the employees in the authorities	<p>a) Establish a measurement methodology</p> <p>b) Select "pilot institutions"</p>	HRMA	2018	2020		Budget of Montenegro	<p>Methodology established</p> <p>Number of civil servants in human resources units in "Pilot institutions" who underwent training courses</p>

	c) Conduct training courses						Measurement of satisfaction of the employees in the authorities began in the selected "pilot institutions"
4.4. DEVELOPMENT AND COORDINATION OF PUBLIC POLICIES							
Objective 4.4.1. Comprehensive and rational system of planning, coordination and monitoring implementation of Government policies established							
1. Adopt a roadmap for the introduction of the "managing for results" system	Preparation of a roadmap for the introduction of the "managing for results" system	(GSG, MOF, MFAEU, MOI)	3 rd quarter 2016	4 th quarter 2016	No additional expenses needed EU/SIGMA (expert, non-monetary support)		The roadmap for the introduction of the "managing for results" system adopted
2. Adoption of appropriate methodology which defines the procedures of the "managing for results" system	Development of a methodology on the manner of planning and assessing public policies performance	(GSG, MOF, MFAEU, MOI)	3 rd quarter 2016	4 th quarter 2016	No additional expenses needed EU/SIGMA (expert, non-		Methodology on the manner of planning and assessing public policies performance adopted

					monetary support)		
3. Adoption of the amendments to the Rules of Procedure of the Government of Montenegro	Change of the Rules of Procedure of the Government defining the procedures for planning, coordinating and monitoring of policies has been prepared	General Secretariat of the Government	3 rd quarter 2016	4 th quarter 2016	No separate funds needed		Change of the Rules of Procedure of the Government adopted
4. Strengthen the capacities of the Sector for planning, coordination and monitoring of implementation of policies	a) The analysis of the needs developed b) Training program developed c) Employees attended training courses	General Secretariat of the Government Human Resources Management Authority	3 rd quarter 2016	2 nd quarter 2017	25.000 EUR	Budget of Montenegro	New employees hired 7 employees in the Sector for planning, coordination and monitoring of implementation of policies underwent training program
5. Strengthen the capacities of the ministries of planning and monitoring of public policies performance	a) Analysis of the state of play and personnel needs in this field developed b) Appointed advisors for planning, coordination and	MOI – Human Resources Management Authority (General Secretariat)	4 th quarter 2016	1 st quarter 2017	Regular budget assets EU/SIGMA (expert, non-monetary support)		Analysis developed Advisors in all ministries appointed Advisors for planning, coordination and monitoring of policies

	monitoring of policies performance in the ministries c) Training program developed d) Advisors attended training courses	t of the Government, Ministries)					performance underwent training program
6. Prepare and adopt the Government Work Program for 2017-2020	The Government Work Program for 2017-2020 prepared	(General Secretariat of the Government, Ministries)	4 th quarter 2016	1 st quarter 2017	Regular budget assets		The Government Work Program for 2017-2020 adopted
7. Improve annual planning and reporting according to the new methodology	a) Amendments to the Decree on the organization and operation of state administration b) Establishment of the form of annual work program and report on the work of the Government and its ministries according to the new methodology	Government (Council, General Secretariat of the Government)	2 nd quarter 2017	3 rd quarter 2017	No funds needed		The Decree Amending the Decree on the Organization and Operation of the State Administration Forms of annual work programs and reports on the operation of the Government and its ministries established according to the new methodology (application for 2018)
8. Strengthen the capacities of the ministries for planning	a) Training program developed	Human Resources	3 rd quarter 2017	4 th quarter 2017	Regular budget assets		Employees in the ministries underwent training program

and reporting according to the new methodology	b) Training of employees in SPCM for the preparation of the work program and report on the work of the ministries according to the new methodology	Management Authority Ministries			EU/SIGMA (expert, non-monetary support)		
9. Adopt the annual work program of the Government according to the new methodology	a) Preparation of Draft Annual Work Program of the Government according to the new methodology b) Preparation of the proposal of the work program of the Government according to the new methodology	General Secretariat of the Government (ministries)	3 rd quarter 2017	4 th quarter 2017	No funds needed		Work program for 2018 adopted
10. Adopt work programs for the ministries in accordance with the new methodology	Work program of ministries prepared according to the new methodology	Ministries	3 rd quarter 2017	4 th quarter 2017	No funds needed		Ministries work programs for 2018 adopted
11. Establishment of the new information system for planning and reporting	a) Analysis of the existing information system on the basis of which a solution will be	MIST (General Secretariat of the Government, MOI)	2 nd quarter 2017	2019	50.000-80.000 EUR		Analysis developed Process ¹ of establishment of information system initiated

	<p>proposed for the implementation of the information system which supports the new system of planning and reporting and the adoption of the proposed solution – 2018</p> <p>b) Development of a project task and software solutions - 2019</p> <p>c) Implementation of the solutions - 2019</p>						
<p>Objective 4.4.2. Increased use of analytical tools for drafting of legislation and better quality of consultation among stakeholders when drafting policies</p>							
<p>1. Prepare annual reports on the implementation of the Decree on the procedure and manner of conducting public consultations in the process of drafting laws and the Decree on the manner and procedure for the cooperation between the state authorities and non-governmental</p>	<p>a) Establish a methodological form for the collection of data on the implementation of the Decree</p> <p>b) Collect data on the implementation of the Decree by the state authorities</p>	<p>General Secretariat of the Government - Office for cooperation with NGOs (MOI)</p>	<p>1st quarter of the current for the previous year</p>	<p>2nd quarter of the current for the previous year</p>	<p>No separate funds needed</p>	<p>Budget of Montenegro</p>	<p>The report on the implementation of the Decrees for 2015 and the report on the implementation of the Decrees for 2016 prepared and published</p>

organizations	c) Prepare a report based on the collected data						
2. Prepare changes and amendments to the Decree on the procedure and manner of conducting public consultations in the process of legislative drafting and the Decree on the manner and procedure of cooperation between state administration authorities and non-governmental organizations	<p>a) Establish interdepartmental working group for the preparation of changes and amendments to the Decrees and involve NGO representative in the Working group</p> <p>b) Conduct public consultations as regards draft amendments to the Decrees</p> <p>c) Process draft act to the Government for adoption</p>	MOI	3 rd quarter 2016	4 th quarter 2016	No separate funds needed	Budget of Montenegro	<p>Amendments to the Decree adopted</p> <p>Number of interested entities which used the opportunity to leave proposals, suggestions and comments regarding the development of public policy on E-government Portal, annually</p> <p>Percentage of public policy acts in the preparation of which state administration authorities consulted NGOs in relation to the total number of public policy acts adopted annually by the Government</p> <p>Number of NGO representatives in the working bodies established by state administration bodies increased by: 10% in 2016, by 10% in 2017</p>

3. Establish separate organizational units, i.e. recognize civil servants for performance of normative affairs ²⁰		All ministries	4 th quarter 2016	2 nd quarter 2017		No separate funds needed	Separate organizational units established, civil servants for performance of normative affairs recognized
4. Implementation of training for the performance of legislative tasks in the ministries, with special emphasis on compliance with legal and technical rules and rules on the participation of the interested public in law drafting process		HRMA	1 st quarter 2016	4 th quarter 2017	10.000 EUR	Budget of Montenegro	100 civil servants trained to carry out regulatory tasks
5. Introduction of full RIA through the improvement of the quality of reporting with the aim of understanding the context and impact of regulations on environmental, social and other issues	a) Change to the Manual on drawing up report on conducted RIA	MOF	3 rd quarter 2016	4 th quarter 2017	No separate funds needed	Budget of Montenegro	Manual amended
6. Conduct specialized training courses for performing technical skills	Not relevant	MOF (HRMA)	1 st quarter 2017	4 th quarter 2017	26.000 EUR	Donors ²¹	220 civil servants trained in performing technical skills (economic and fiscal

²⁰ In ministries with normative activities expressed, in the areas for which they are responsible, to establish separate organizational units which will deal with normative affairs and in ministries with smaller scope of normative affairs, to recognize civil servants for performance of normative affairs

²¹ Negotiations as regards donor support have not started yet

(economic and fiscal analysis)							analysis) until the end of 2017
7. Conduct the assessment of the implementation of the full RIA (quality, lessons learned, etc.)	a) Develop evaluation methodology b) Collect and analyse data c) Prepare Draft report on evaluation	Ministry of Finance	2019	2020			Evaluation Report prepared and published
8. Publication of the final report on the conducted RIA with the proposed legislation on the ministry's website	Not relevant	General Secretariat of the Government (MOF, all ministries)	1 st quarter 2017	4 th quarter 2017	No separate funds needed	Budget of Montenegro	Percentage of RIA reports published (in respect of all drafts laws for which the RIA has to be conducted)
9. Review the RIA Manual, in order to widen the scope of the RIA and strengthen consultation about the RIA	Not relevant	Ministry of Finance	1 st quarter 2017	1 st quarter 2017	No separate funds needed	Budget of Montenegro	Percentage of draft laws forwarded to public discussions together with the prepared draft RIA, compared to the total number of draft laws forwarded to public discussions for which it was necessary to make the RIA
10. Prepare annual report on the quality of application of the RIA	Not relevant	MOF		1 st quarter 2017 (for the	No separate funds needed	Budget of Montenegro	Report drawn up and published on the website of the Ministry of Finance

				previous year)			
11. Development of the Analysis of implementation of the “Guillotine of regulations”		MOF	1 st quarter 2018	4 th quarter 2018	No separate funds needed	Budget of Montenegro	Analysis developed
4.5. PUBLIC FINANCE MANAGEMENT (activities for this area are defined in Action plan for PFM Strategy)							
4.6. SPECIAL ISSUES RELATED TO LOCAL SELF-GOVERNMENT SYSTEM							
Objective: 4.6.1. Improvement of the functioning of local self-government units(LSGU) and enhancement of their capacities							
1. Adopt and implement the Law Amending the Law on Local Self-Government	a) prepare models of harmonized acts for local self-government units b) promotion of models of harmonized acts for local self-government units c) adopt acts harmonized by local self-	MOI and local self-government units	3 rd quarter 2016	4 th quarter 2017	12.100 EUR	Budget of Montenegro Local self-government units' budget	Law Amending the Law on Local Self-Government adopted 25 acts adopted by all municipalities ²²

²² All local self-government units (25), after adoption of the Law Amending the Law on Local Self-Government, should harmonize their acts with normative solutions contained in that Law

	government units						
2. Adopt and implement the Law on Public Utility Activities	a) adopt bylaws b) prepare models of harmonized acts for local self-government units c) promotion of models of harmonized acts for local self-government units d) adopt acts harmonized by local self-government units	Ministry of Sustainable Development and Tourism and local self-government units	3 rd quarter 2016	4 th quarter 2017	97.540 EUR	Budget of Montenegro Local self-government units budget	Law on Public Utilities Activities adopted 350 acts adopted by all municipalities ²³
3. Analysis on possible areas and mechanisms of cooperation between local self-government units and funding sources	a) review and analysis of international practice b) defining mechanisms of cooperation and recommendations for their implementation	MOI (MOF, Union of Municipalities)	4 th quarter 2016	4 th quarter 2017	72.000 EUR	Budget of Montenegro Donors ²⁴	Analysis on possible businesses for which functional cooperation is mandatory and other types of municipal cooperation with recommendations adopted
4. Changes to the legal framework for	Sub-activities will be defined after	MOI (Union of	2018	2020			The Law adopted

²³ After the adoption of the Law on Communal Services, all local self-government units (25) are required to make 14 of their by-laws in order to align them with the legal provisions contained in this Law

²⁴ Negotiations as regards donor support have not started yet

the establishment of mechanisms for inter-municipal cooperation on the basis of results of the Analysis	the adoption of the Analysis	Municipalities, local self-government units)					
5. Organize trainings for the strengthening of municipal capacities for project development and the use of EU funds	a) Adopt the General program of professional training and development of local civil servants and employees b) Adopt training implementation Plan in accordance with the General program c) Conduct training for the strengthening of the capacities of the municipalities to use the EU funds	HRMA (MOI and Union of Municipalities)	3 rd quarter 2016	4 th quarter 2017	36.450 EUR	Budget of Montenegro Donors ²⁵	8 training sessions conducted for project development and the use of the EU funds 100 local civil servants trained to write and implement projects
6. Encourage intermunicipal cooperation in the preparation and implementation of the EU projects through	a) Providing direct support in writing and implementation of the EU projects at the request of the	MOI (HRMA, other ministries, Union of Municipalities)	3 rd quarter 2016	4 th quarter 2017	40.000 EUR	Budget of Montenegro Donors ²⁶	20 projects prepared 2 projects approved

²⁵ Negotiations as regards donor support have not started yet

²⁶ Negotiations as regards donor support have not started yet

the work of the Network of Municipal Project Managers	municipalities b) Preparation of joint projects by municipalities	ties, local self-government units)					
Objective 4.6.2.: Tighten and rationalize the criteria for the establishment of new municipalities							
1. Development of the draft criteria for the establishment of new municipalities in the sense that they are more binding and more stringent	a) Analyzing the existing legislative framework b) Amendments to the legislative framework	MOI (Union of Municipalities of Montenegro, local self-government units)	2018	2020			The Law adopted
Objective 4.6.3: Ensure financial sustainability, as well as good financial capacity of municipalities by balancing revenues of local self-governments with their activities and legal obligations ²⁷							
1. Development of a single information system for administering real property taxes	a) development of project task b) Development of software solution c) Training of employees for using the	Union of Municipalities of Montenegro (Real Property Administration, local self-governme	3 rd quarter 2016	4 th quarter 2017	3.000 EUR 400.000 EUR 10.350 EUR	Donation ²⁸	System developed and operational as of 1 st January 2018

²⁷ For the achievement of this objective the activity of passing the Law Amending the Law on Local Self-Government Financin had been planned, but this proposal will have to be reconsidered

²⁸ Negotiations have not started yet

	software	nt units)					
2. Downsizing in local self-government units with the setting of employee optimisation target values until 2020	<p>a) Downsizing in accordance with local self-government units' debt reprogram agreements</p> <p>b) Establish criteria based on the methodology established for the central level²⁹</p> <p>c) Analysis of the situation based on the methodology by all local self-government units</p>	MOI (MOF, Union of Municipalities of Montenegro, local self-government units)	<p>3rd quarter 2016</p> <p>4th quarter 2016</p> <p>2nd quarter 2017</p>	<p>4th quarter 2017</p> <p>1st quarter 2017</p> <p>4th quarter 2017</p>	1.200.000 EUR	Local self-government units' budget and donors	<p>17 local self-government units which reduced the number of employees</p> <p>Number of employees reduced (app. 600)</p> <p>25 local self-government units that developed situation analysis and determined downsizing target values until 2020</p>

²⁹ This methodology will be adjusted for the central level

	<p>d) Local self-government units determine target values for downsizing e) Monitoring of the implementation of the plan for downsizing is being conducted</p>		<p>2018</p> <p>2019</p>	<p>2018</p> <p>2020</p>			<p>The number of employees reduced (app.600)</p> <p>Report adopted and published³⁰</p>
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³⁰ It will be one report including the implementation of the objectives related to downsizing at the central level Activity 2 , Objective 4.3.3

4.7. STRATEGIC MANAGEMENT OF PUBLIC ADMINISTRATION REFORM PROCESS AND FINANCIAL SUSTAINABILITY

Objective 4.7.1.: Efficient management and coordination of PAR Strategy 2016-2020 enables the achievement of most objectives

1. Increase administrative capacities of MOI for management and coordination of PAR Strategy	<p>a) Basic training as regards PAR indicators and policy analysis</p> <p>b) Recruitment of one employee in 2016</p> <p>c) Recruitment of one employee in 2017</p> <p>d) Training on main areas of PAR, including Public Financial Management (PFM), Policy creation</p> <p>e) Establish information support for implementation of monitoring</p>	MOI (HRMA)	3 rd quarter 2016	4 th quarter 2018	34.620 EUR	Budget of Montenegro	<p>Number of employees in the MOI engaged on the coordination of PAR and related activities 2014 - 5 2017 - 7</p> <p>Number of training courses attended by MOI employees engaged on these activities 2014 - 2 2017 - 4</p> <p>Two training courses organized for the newly employed in MOI</p> <p>Information support for the implementation of monitoring of public administration reform established – 2018</p>
2. Establish separate methodology for all PAR Strategy indicators	a) Detailed overview of the planned indicators	MOI	3 rd quarter 2016	4 th quarter 2016	No separate funds needed EU/SIGMA		Indicator "passports" completed for all PAR Strategy indicators

	<p>b) Development of indicator passports</p> <p>c) Development of methodologies for missing data which are needed for PAR indicators</p>				(expert, non-monetary support)		
3. Prepare annual reports for the Government every year by the end of the first quarter of the following year	<p>a) Collection of data from all state authorities</p> <p>b) Preparation of Draft Report</p> <p>c) Organizing consultations among state authorities</p> <p>d) Publication of the Report on MOI website</p>	MOI	IV quarter of the reporting year, annually	I quarter of the year following the reporting year, annually	<p>No separate funds needed</p> <p>EU/SIGMA (expert, non-monetary support)</p>	Budget of Montenegro	Annual reports completed on time and published on MOI website
4. Conduct interim evaluation of PAR Strategy and the Public Financial Management Reform Program	<p>a) Engagement of additional independent experts for the support to analytical work</p> <p>b) Development of methodology</p>	MOI	4 th quarter 2017	1 st quarter 2018	5.000 – 20.000 EUR (depending on the expertise which needs to be made)	Budget of Montenegro	<p>Evaluation Report presented to the Government and published on the Government website</p> <p>Draft action plan for the implementation of the Strategy 2018-2020</p>

	<p>for interim evaluation</p> <p>c) Collection of data from state authorities</p> <p>d) Preparation of the Report on evaluation and conducting of public consultation</p> <p>e) Publication of Evaluation Report</p>						<p>submitted along with the Report</p>
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