

ACTION PLAN												
STRATEGIC GOAL 4.1. A) Sustainable financial framework, planning and budgeting of public expenditure												
OPERATIVE GOAL 4.1.1. A.1. Medium-term budgetary framework, including the fiscal strategy												
1	Share of new medium-term sector strategies that include estimates of implementation costs, including potential donor funding	B/L (2014): 60%	TV 2017: 80%	Actual value in 2017: 70%	TV 2018: 85%	Actual value in 2018: 75%	TV 2020: 100%					
2	Average deviation between MTBF budget ceilings and actual annual budget expenditure limits	B/L (2014): 9%	TV 2017: 7%	Actual value in 2017: 6%	TV 2018: 6%	Actual value in 2018: 0,87%	TV 2020: 5%					
3	Number of staff trained for top-down medium-term budget planning	B/L (2014): 0	TV 2017: 52	Actual value in 2017: 0	TV 2018: 35	Actual value in 2018: 0	TV 2020: 72					
PUBLIC FINANCE MANAGEMENT												
SUB-SYSTEM												
		Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	ACTIVITY			3	4	5	6	7	8	9	10
'2)	A.1.3 Training of staff with a view of improving medium-term expenditures planning (target group: technical staff)	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - BD	2 (A.1.5)	2018	2019	2020	IPA II (A I) Budget	135.000,00	
'2)	A.1.4 Training for multi-year budget planning with a view of better alignment of the budget programme goals with Government policies (target group: managerial staff)	Training	Training materials prepared. Number of staf trained.	IPA II	MoF - BD	2 (A.1.5)	2018	2019	2020	IPA II (A I) Budget	50.000,00	
'5)	A.1.7 Create an institutional and regulatory framework for strategic planning at the level of state administration / determination of their legal responsibility for the implementation of the new planning process	Legal act (new / revision)	The Decree amending the Decree on the Organisational Setup and Functioning of Public Administration adopted. Decision on amendments to the Rules of Procedure of the Government adopted.		SGG	2 (A.1.7)	IV Q. 2016	III Q. 2018	Realised / Continuous	Budget	0,00	
	A.1.8 Improvement of planning and presentation of multiannual commitments in the budget	Legal act (new / revision)	Presentation of multiannual commitments in the budget documentation. Presentation of multiannual commitments in the budget law.	IPA II	MoF - BD	2	IV Q. 2017	2019	2020	IPA II (A I) Budget	30.000,00	
'6)	A.1.9 Develop and upgrade current budget planning IT to enable medium-term planning	Computeri-zation	Specifications for development and upgrading the budget planning system prepared. Individual upgrades/enhancements/modules developed.	IPA II	MoF - BD	1 (A.2.9) (A.3.9)	2018	2020	2020	IPA II (A II) Budget	300.000,00	
'7)	A.1.10 Enhance the Budget Circular in the section on planning multiannual commitments	Guidelines / Manual	Budget Circular prepared (each year)	IPA II	MoF - BD	1 (A.2.7)	II Q. 2017	2019	2020	IPA II (A I) Budget	15.000,00	
TOTAL:											570.000,00	

A) Sustainable fiscal framework, planning and budgeting public expenditure													
OPERATIVE GOAL 4.1.2. A.2. Annual budget preparation													
Create efficient system for budget programme performance measuring in order to increase efficiency and transparency of the public expenditure													
4	Share of first-level spending units providing comprehensive information in their budget requests	B/L (2014): 40%	TV 2017: 75%	Actual value 2017: 70%	TV 2018: 80%	Actual value in 2018: 80%	TV 2020: 100%						
5	Level of performance information included in budget planning	B/L (2014): Defined names of programs of all consumer units.	TV 2017: Developed program structure at all budget units.	Actual value in 2017: Developed program structure in the part of defining the names of programs of all consumer units.	CV 2018: Developed program structure in the part of defining the names of programs of all consumer units.	Actual value in 2018: Developed program structure in the part of defining the names of programs of all consumer units.	TV 2020: Set of performance indicators created for all programs in order to monitor the achievement success of goals.						
6	The number of staff trained for planning and monitoring expenditures in line with programme budgeting principles	B/L (2014): 0	TV 2017: 20	Actual value 2017: 0	TV 2018: 35	Actual value in 2018: 0	TV 2020: 130						
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
ACTIVITY		Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds	
1	2	3	4	5	6	7	9	10	11	12	13	14	
	A.2.1 Review current budgeting legislation and procedures and based on the findings and the best practices and experiences in this field, amend national legislation with a view of putting in place the assumptions for the full implementation of programme	Legal act (new / revision)	New/Updated Decision on the Manner and content of the Programme Budget (in 2016 and if needed in 2017 and next years). Possible also other (new) legal act if needed.	IPA II	MoF - BD	1	II Q. 2017	2018	2019	IPA II (A I) Budget	20.000.00		
'3)	A.2.2 Prepare a detail plan of work for Implementing the Programme Budgeting, with the accompanying Activity Plan	Strategic / Planning document	Detailed Implementation Plan and Activity Plan prepared	IPA II	MoF - BD	1 (A.1.5)	2018	2019	2019	IPA II (A I) Budget	20.000.00		
	A.2.3 Draft a Manual/Handbook for programme budgeting and update of the Manual/Handbook in 2018	Guidelines / Manual	Draft Manual/Handbook prepared in II Q 2017. Update of the Manual/Handbook in II Q 2018	IPA II	MoF - BD	1	2018	2019	2019	IPA II (A I) Budget	40.000.00		
'8)	A.2.4 Review current programme structures to identify the necessary changes by introducing/abolishing programmes or sub-programmes	Legal act (new / revision)	Revised programme structure prepared (draft). Revised programme structure prepared (final) and implemented in the budget.	IPA II	MoF - BD	1 (A.2.5) (A.2.6)	2018	2019	2019	IPA II (A I) Budget	60.000.00		
'6)	A.2.5 Define missions, goals and descriptions of programmes or sub-programmes	Legal act (new / revision)	Missions, goals and descriptions of programmes / sub-programmes defined (and published in the budget documentation) for budget 2017 and needed updates for budget 2018.	IPA II	MoF - BD	1 (A.2.4) (A.2.6)	2018	2019	2020	IPA II (A I) Budget	180.000.00		
'8) *13)	A.2.6 Define performance indicators for programmes or sub-programmes	Legal act (new / revision)	Performance indicators defined (and published in the budget documentation)	IPA II	MoF - BD	2 (A.2.4) (A.2.5) (C.1.4) (D.1.10)	2019	2020	2020	IPA II (A I) Budget	310.000.00		
'7)	A.2.7 Review and amend the budget circular to reflect the amended programme structure and introduce non-financial elements of the Programme Budget	Legal act (new / revision)	Budget Circular prepared (each year)	IPA II	MoF - BD	1 (A.1.11)	2018	2019	2019	IPA II (A I) Budget	30.000.00		
	A.2.8 Organise training for the staff of the MoF and the budget organisations that will be involved in the implementation of the Programme Budget	Training	Number of staff trained.	IPA II	MoF - BD	1	2018	2019	2020	IPA II (A I) Budget	170.000.00		
'6)	A.2.9 Review and improve the functionality of the existing IT system for budget planning	Computerization	Specifications for development and upgrading the budget planning system prepared. Individual upgrades/enhancements/modules developed.	IPA II	MoF - BD	1 (A.1.10) (A.3.9)	2018	2020	2020	IPA II (A II) Budget	See A1.10		
	A.2.10 Improve budget transparency by providing better visual presentation	Computerization	Presentation of budget designed and internet pages developed. Format of the Budget Law revised and updated.	IPA II	MoF - BD	2	2019	2020	2020	IPA II (A I) Budget	20.000.00		
	A.2.11 In accordance with the best international standards explore and implement measures for the improved presentation and visualisation of the in year reports (monthly and quarterly)	Computerization	Monthly and quarterly reports prepared and published on MoF web pages.	IPA II	MoF - BD	2	2019	2020	2020	IPA II (A I) Budget	45.000.00		
'9)	A.2.12 Improve resources for better management of the EU's own resources	Training	Draft Manual/Handbook prepared. Staff trained.	IPA II	MoF - BD	1 (B.1.6) (B.2.8)	2017	2019	repeated / Continuous implementation	IPA II (A I) Budget	Realized using the existing capacities		
TOTAL:											895.000.00		

A) Sustainable fiscal framework, planning and budgeting public expenditures													
OPERATIVE GOAL 4.1.3. A.3. Capital budget													
7	Level of details in public presentation of the Capital Budget			B/L (2014): Projects in the capital budget displayed as grouped by areas (education, health, culture, sports ...)	TV (2017): Projects in the capital budget displayed as grouped by areas (education, health, culture, sports ...)	Actual value in 2017: Projects in the Law on the budget displayed as grouped by areas, while in the description of the Law they are displayed by single projects	TV (2018): Projects in the capital budget displayed as grouped by areas (education, health, culture, sports ...)	Actual value in 2018: Projects in the Law on the budget displayed as grouped by areas, while in the description of the Law they are displayed by single projects	TV (2020): Display by individual projects and phases of project realization				
8	Actual capital spending as a share of the total planned capital budget			B/L (2014): 70%	TV (2017): 80%	Actual value in 2017: 82	TV (2018): 83%	Actual value in 2018: 91%/111%	CV (2020): 90%				
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
1	2	3	4	5	6	7	9	10	11	12	13	14	
		ACTIVITY	Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
		A.3.1 Improve capital budget planning in the medium term as a part of the MTBF	Legal act (new / revision)	New legal act / guidelines prescribing the manner and the content of capital budget planning.	IPA II	MoF - BD	1	2018	2020	2020	IPA II (A I) Budget	30,000.00	
		A.3.2 Introduce stages of capital projects in the preparation and planning of capital budgets (preparatory stage and construction stage)	Legal act (new / revision)	New format of the budget law (capital budget) prepared.	IPA II	MoF - BD	2	2018	2020	2020	IPA II (A I) Budget	25,000.00	
		A.3.3 Improve the overview of projects in the capital budget through detailed presentation of individual projects by project and economic classification	Legal act (new / revision)	New format of the budget law (capital budget) prepared.	IPA II	MoF - BD	1	2018	2020	2020	IPA II (A I) Budget	25,000.00	
		A.3.4 Improve the capital budget's statement of reasons as regards the overall estimated project value and schedule	Guidelines / Manual	Guidelines prepared. Statements of reasons for each project prepared.	IPA II	MoF - BD	2	2018	2020	2020	IPA II (A I) Budget	15,000.00	
		A.3.5 Establish a public register of all projects which are financed from the capital budget	Computerization	Public register established. Register published on MoF web pages	IPA II	MoF - BD MoF - Treasur. MSDT - DPV MTMA - DT	1 (D.1.7)	2018	2020	2020	IPA II (A I) Budget	35,000.00	
		A.3.6 Training of staff in the ministries involved in planning and implementation of capital projects with a view of better planning of investment project costs in the medium term	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - BD	2	2018	2019	2020	IPA II (A I) Budget	50,000.00	
		A.3.7 Improve the overview of capital projects by separating the new ones from the ones already being implemented	Legal act (new / revision)	New format of the budget law (capital budget) prepared.	IPA II	MoF - BD	2	2018	2019	2020	IPA II (A I) Budget	10,000.00	
		A.3.8 Review and improve the functionality of the existing IT system for capital budget planning	Computerization	Specifications for development and upgrading the capital budget planning system prepared. Individual upgrades/enhancements/modules developed.	IPA II	MoF - BD	1 (A.1.10) (A.2.9)	2018	2020	2020	IPA II (A II) Budget	See A1.10	
											TOTAL:	190,000.00	

A) Sustainable fiscal framework, planning and budgeting public expenditures													
OPERATIVE GOAL 4.1.4. A.4. Upgrade of the macroeconomic projections model													
9		Staged implementation of the upgraded model for macroeconomic projections and structural reform impacts	B/L (2014): The current model used is based on financial programming, with a lot of forecasting based on expert judgement	Analysis and upgrade of the existing macro-economic projections model	Actual value in 2017: Target value for 2017 is fulfilled	TV (2018): A new model for projections of macroeconomic indicators and the impact of structural reforms created and trained employees	Actual value in 2018: A new model for projections of macroeconomic indicators and the impact of structural reforms created and trained employees	TV (2020): Completed implementation and full ability to use the model					
10		The difference between actual and projected real GDP growth rate	B/L (2014): 1,8 p.p.	TV (2017): Less than 0,5 p.p	Actual value in 2017: Target value for 2017 is not fulfilled	TV (2018): Less than 0,3 p.p	Actual value in 2018: 0,8 p.p.	TV (2020): Less than 0,2 p.p.					
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
		ACTIVITY	Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11		12	13	14
20)		A.4.2 Improving the existing model for macroeconomic projections	Manual	Manual for using the new model	IPA II	MoF - DEPD	1	III Q. 2017	I Q. 2018	Realised / Continuous	IPA	Not defined	
20)		A.4.3 Training of staff in using the model (both modules)	Training	A number of staff trained	IPA II Budget CG	MoF - DEPD Other line ministries	1	III Q. 2017	III Q. 2018	Realised / Continuous	IPA i Budget	Not defined	
21)		A.4.4 Data collection and analysis for the needs of developing 2 modules of the model	Procedure	Putting in the assumptions for improving the 2nd module	IPA II	MoF - DEPD Other line ministries	1	II Q. 2017	I Q. 2018	Realised / Continuous	IPA	Not defined	
21)		A.4.5 Development of the module for the impact of structural reforms and modified tax policy on macroeconomic indicators	Manual	Manual for using the 2nd module	IPA II	MoF - DEPD Other line ministries	1	I Q. 2018	III Q. 2018	Realised / Continuous	IPA	Not defined	
		A.4.6 New model in place and staff fully trained for using it	Regulation/ Procedures/ Training/ Computerisation	New model applied and the DEPD staff trained to apply it and line ministries' staff trained to use it	IPA II	MoF - DEPD	1	I Q. 2018	IV Q. 2020	2024	IPA	Not defined	
TOTAL:												200.000,00	

STRATEGIC GOAL 2. B) Budget execution													
OPERATIVE GOAL 4.1.3.1. B.1. Revenue collection - Tax Administration													
11	Share of submitted e-returns (Profit tax, VAT) in comparison to total number of submissions	B/L (2014): 27%	TV (2017): PDV 50% REVENUE 95%	Actual value in 2017: VAT 50% REVENUE 95%	TV (2018): VAT 65% REVENUE 97%	Actual value in 2018: VAT 70% REVENUE 99%	TV (2020): VAT 80% REVENUE 99%						
12	EU VAT regulations concerning EU common market successfully implemented	B/L (2014): Screening process completed	TV (2017): Negotiations for Chapter 16 opened	Actual value in 2017: A certain degree of legislative compliance has been achieved, a higher level of achievement has been achieved in the area of VAT; still remaining is compliance regarding income tax (transfer prices), administrative co-operation and mutual assistance	TV (2018): Law amending the CIT Law (Q4 2018) - Law amending the Tax Administration Law (Q4 2018)	Actual value in 2018: Drafts of the Law amending the CIT Law and Law amending the Tax Administration Law in order of further harmonization with EU legislation, especially in the area of administrative co-operation and information exchange .	TV (2020): The actions envisaged by PPCG Chapter 16 implemented						
13	Share of collected tax revenue compared to the planned tax revenue in the annual budget law	B/L (2014: 100% (2015): 100% (2016): 100%	TV (2017): 100%	Actual value in 2017: More than 100% of the planned (24 million above plan for 2017) and 34 million above the achievement in 2016.	TV (2018): 100%	Actual value in 2018: Above the plan for 2018, 73 million were achieved and 117 million above the achievement in 2017.	TV (2020): 100%						
14	Share of collected VAT revenues in GDP	B/L (2014): 13,5%	TV (2017): 13,5%	Actual value in 2017: 13,0%	TV (2018): 14,7%	Actual value in 2018: 13,6%	TV (2020): 14,6%						
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
ACTIVITY													
1	2	3	4	5	6	7	8	9	10	11	12	13	14
	B.1.1	Further improvement in efficiency, taxpayer services and tax compliance through capacity building and systems improvement in MTA.	Procedures, Computerization	Growth of the share of submitted electronic tax returns (corporate income tax, VAT)	IPA II	MoF - Tax A.	2	2018	2019	2020	IPA II 2016 (draft), Budget	1.000.000,00	
	B.1.2	Enhancement of the Tax Administration administrative and institutional capacities in the field of application of VAT EU common system	Legal act (new/revision), Computerization	Software implemented.	IPA II	MoF - Tax A	2	2019	2020	2025	IPA II 2017 (draft), Budget	2.000.000,00	
	B.1.3	Upgrade capacity of the Tax Administration and its IT systems in the area of risk analysis and inspections control (e-control) and implementation sistem (e-fiscalisation)	Procedures, Computerization	Software implemented.	IPA II	MoF - Tax A	2	2017	2018	2020	IPA II 2015 (draft), Budget	500.000,00	
	B.1.4	To strengthen the administrative and operational capacities of the Montenegro Tax Administration (MTA) in accordance with EU standards and requirements specified in Chapter 16 –Taxation	Legal act (new/revision), Computerization	Legislation update / defined business processes in accordance with EU requirements	IPA II	MoF - Tax A	1	II Q. 2017	2018 (18 months)	2019 june	IPA II (B) Budget	1.000.000	
	B.1.5	Reform of the Tax Administration	Business processes, Computerization	Implementation of "IRMS" in accordance with business processes		MoF - Tax A	1	I Q. 2017	2023 (5 years)	2023 (5 years)	Budget WB loan	14.000.000,00	
TOTAL:												18.500.000,00	

B) Budget execution													
OPERATIVE GOAL 4.1.3.2. B.2. Revenue collection - Customs Administration													
		Change in revenue collection compared to the previous year	B/L (2014): 15%	TV (2017): 17,64 %	Actual value in 2017: 17,64 %	TV (2018): 5%	Actual value in 2018: 11,03%	TV (2020): 5%					
15		Harmonisation of customs and excise legislation with the EU Acquis	B/L (2014): Screening completed for Chapter 29 – Customs Union and Chapter 16 – Taxation	TV (2017): Law on Amendments to the Customs Law Law on Amendments to the Law on Excises Customs Tariff Regulation for 2017 Regulations on the implementation of the Customs Law	Actual value in 2017: Four regulations adopted	TV (2018): Adoption of 3 regulations	Actual value in 2018: Three regulations adopted	TV (2020): Two regulations adopted					
16													
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
ACTIVITY			Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11		12	13	14
		B.2.1 Put in place the excise IT system at the national level	Procedures/ Computerisation	Procedure put in place. Software implemented.	IPA II	MoF - Cus A.	1	2019	2020	2020	IPA II (C) Budget	3.300.000,00	
		B.2.2 Put in place modernised customs procedures at the national level	Procedures/ Computerisation	Procedure put in place. Software implemented.	IPA II	MoF - Cus A.	1	2018	2020	2020	IPA II/ Budget/Other	Not defined	
		B.2.3 Training of staff to prepare for the implementation of automated revenue reporting to the EU (A-B accounts)	Training	Staff trained.	IPA II	MoF - Cus A.	2	2018	2020	2020	IPA II/ Budget/Other	Not defined	
		B.2.4 Improve customs risk management system	Training/ Computerisation	Staff trained. Software upgraded	IPA II	MoF - Cus A.	2	2018	2020	Continuous / 2020	IPA II/ Budget/Other	Not defined	
		B.2.5 Increase the number of economic operators authorised for simplified procedures	Preparation of economic operators for authorisation	Increased number of economic operators	IPA II	MoF - Cus A.	2	2018	2020	Continuous / 2020	WB project	Not defined	
		B.2.6 Development of the AEO programme	Legislation/ Procedures/ Training/ Computerisation	Legislation revised. Procedures in place. Software implemented.	IPA II	MoF - Cus A.	2	2018	2020	2020	WB project	Not defined	
TOTAL:												3.300.000,00	

B) Budget execution													
OPERATIVE GOAL 4.1.3.3. B.3. Javne nabavke													
	17	Level of harmonisation and completeness of the procurement framework in line with the EU acquis	B/L (2014): Negotiations opened in the negotiation chapter 5	TV (2017): Negotiations opened in the negotiation chapter 5	Actual value in 2017: Negotiations opened in the negotiation chapter 5	TV (2018): Further harmonization with the Directives package from 2014 in this field	Actual value in 2018: Negotiations opened in the negotiation Chapter 5	TV (2020): Planned activities implemented from the Chapter 5 of the Accession Program					
	18	Average number of bidders received per procurement procedure	B/L (2014): 3,52 bids per tender	TV (2017): 3,2	Actual value in 2017: 2,65	TV (2018): 3,48	Actual value in 2018: 2,38	TV (2020): 3,8					
	19	Share of e-procurement of all procurement contracts awarded during the year.	B/L (2014): 0% (electronic public procurement system does not exist)	TV (2017): 0% (electronic public procurement system does not exist)	Actual value in 2017: 0% (electronic public procurement system does not exist)	TV (2018): Choice of the best bidder	Actual value in 2018: project of the e-system of public procurement has started	TV (2020): 80%					
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
		ACTIVITY	Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11		12	13	14
		B.3.4 Provide training for civil servants involved in public procurement (as PP officers, members of Tender Opening and Evaluation Commissions, as well as for inspectors, prosecutors and judges)	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - PPA	2	I Q. 2017	IV Q. 2018	Realised / Continuous	IPA II (A IV) Budget	35.000,00	
		B.3.5 Training material for special target groups involved in public procurement	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - PPA	2	I Q. 2017	IV Q. 2018	IV Q 2019	IPA II (A IV) Budget	50.000,00	
		B.3.6 Awareness raising campaign	Training	Campaign launched and finished.	IPA II	MoF - PPA	1	III Q. 2017	IV Q. 2018	IV Q 2019	IPA II (A IV) Budget	40.000,00	
		B.3.7 e-Procurement	Computerization	Software implemented.	IPA II	MoF - PPA	1	I Q. 2017	2020/2021	2020/2021	IPA II (D) Budget	1.650.000,00	
TOTAL:												1.775.000,00	
B) Budget execution													
OPERATIVE GOAL 1. B.4. State Aid Reform													
	20	The number of state aid grantors and beneficiaries, private sector representatives and judges attending state aid seminars and training events	B/L (2014): 50	TV (2017): 50	Actual value in 2017: 0	TV (2018): 30	Actual value in 2018: 0	TV (2020): 100					
	21	The share of staff of the State Aid Division and the Commission for State Aid Control undergoing training with a view of strengthening the legal framework, reducing the level of illegal state aid and conducting ex-post controls	B/L (2014): 30%	TV (2017): 30%	Actual value in 2017: 33%	TV (2018): 50%	Actual value in 2018: 0%	TV (2020): 80%					
	22	Number of ex-officio cases closed	B/L (2014): 5	TV (2017): 3	Actual value in 2017: 0	TV (2018): do 2	Actual value in 2018: 0	TV (2020): up to 1					
	23	Number of documents reviewed and assessed by the State Aid Division	B/L (2014): 11	TV (2017): 20	Actual value in 2017: 14	TV (2018): do 20	Actual value in 2018: 22	TV (2020): 25					
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
		ACTIVITY	Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11		12	13	14
		B.4.1 Improvement and strengthening of institutional set-up and national legal system with regard to implementation of State Aid rules and procedures;	Organiz. / Managerial change	Organizational change implemented i.e. special body (organizational independent, part of MoF or attached to some other ministry)	IPA II	MoF - DP	1	II Q. 2018	IV Q. 2020	IV Q. 2020	IPA II (A IV) Budget	50.000,00	
	*10	B.4.2 Support through negotiation process and fulfillment of obligations related to chapter 8;	Legal act (new / revision)	Fulfillment of the closing benchmarks	IPA II	MoF - DP	1 (B.4.3)	III Q. 2018	Continuous	Continuous	IPA II (A IV) Budget	150.000,00	
	*10	B.4.3 Enforcement of track record by analyses of national cases of State Aid in the case law of the EC;	Guidelines / Manual	Analyses of 3-4 cases done.	IPA II	MoF - DP	1 (B.4.2)	III Q. 2017	Continuous	Continuous	IPA II (A IV) Budget	200.000,00	
		B.4.4 Technical support for the software "Information system of state aid in Montenegro", development of the special register of de minimis state aid and establishment of web application for state aid grantors; to be unified in a single IT component;	Computerization	Software implemented.	IPA II	MoF - DP	1	IV Q. 2018	IV Q. 2020	IV Q. 2020	IPA II (A IV) Budget	200.000,00	
		B.4.5 Strengthening of administration capacities through trainings and exchange of practical experience	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - DP	2	III Q. 2018	Continuous	Continuous implementation	IPA II (A IV) Budget	100.000,00	
TOTAL:												700.000,00	

OPERATIVE GOAL 4.1.4. B.5. Reforma Odsjeka za upravljanje dugom, analizu zaduženosti, upravljanje gotovinom i odnose sa inostranstvom													
24	Public debt servicing costs as a share of GDP	B/L (2014): 2.2 %	TV (2017): 2.5 %	Actual value in 2017: 2,3	TV (2018): 1,9 %	Actual value in 2018: 2,1%	TV (2020): 2,3%						
25	Difference between planned and achieved level of public debt	B/L (2014): 1.5%	TV (2017): 1.5%	Actual value in 2017: Public debt is 3.2% lower than planned	TV (2018): 1.5%	Actual value in 2018: Public debt is 3.07% higher than planned	TV (2020): 1.5%						
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
ACTIVITY		Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds	
1	2	3	4	5	6	7	9	10	11	12	13	14	
	B.5.2	Training of staff at the Debt Management Division regarding different financial operations, awareness and training for different financial derivatives, debt preparation and analysis, better debt management	Training	Training materials prepared and available. Number of staf trained.	IMF SIGMA	MoF - Treas	1	I Q. . 2016	IV Q. 2018	Continuous implementation	Budget	50.000,00	
	B.5.4	Upgrade of the software tool for public debt and cash management	Computerization	Upgrade of software implemented.		MoF - Treas	3	I Q. 2016	2019	2020	Budget	500.000,00	
							TOTAL:				780.000,00		
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
ACTIVITY		Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds	
1	2	3	4	5	6	7	9	10	11	12	13	14	
B) Budget execution													
OPERATIVE GOAL 4.1. B.6. Reform of salary system in public sector													
-12)	B.6.2	Implementation of the new software for calculation and control of salaries in public sector	Computerization	Software implemented		MoF - BD	1 (B.6.1)	IV Q. 2016	2018	2020	IPA II (A III) Budget	600.000,00	
							TOTAL:				600.000,00		

STRATEGIC GOAL 3 C.1. PIFG development													
		The percentage of ministries that formally delegated decision-making responsibilities and authorities to the line managers	B/L (2014): 6,25% 2015: 6,3% 2016: 6,3% (Report: 2016: 22,22%)	TV (2017): 30%	Actual value in 2017: 11,11%	CV (2018): 16%	Actual value in 2018: 18%	CV (2020): 90%					
26		Percentage of the budget users on central and local level submitting annual FMC reports	B/L (2014): 69% 2015: 76% 2016: 76%	TV (2017): 75%	Actual value in 2017: 80%	TV(2018): 80%	Actual value in 2018: 90%	TV (2020): 95%					
27		Average number of internal auditors per unit	B/L (2014): 1,76	TV (2017): 2	Actual value in 2017: 2	TV (2018): 2,3	Actual value in 2018: 2,21	TV (2020): 2,7					
28		Percentage of appointed certified internal auditors	B/L (2014): 60%	TV (2017): 75%	Actual value in 2017: 90,90%	TV (2018): 80%	Actual value in 2018: 94,05%	TV (2020):90%					
29		Percentage of appointed certified internal auditors who undergo CPD	B/L (2014): 0%	TV (2017): 70%	Actual value in 2017: 74%	TV (2018): 75%	Actual value in 2018: 83,64%	TV (2020): 90%					
30		Percentage of implemented and partially implemented recommendations given by internal auditors in the previous year that were implemented by the end of the current year	B/L (2014): 48% (2016): 74,2%	TV (2017): 55%	Actual value in 2017: 73,5%	TV (2018): 60%	Actual value in 2018: 79,16%	TV (2020): 70%					
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
		ACTIVITY	Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11		12	13	14
*15		C.1.3 Establish the mechanisms for delegating responsibilities and powers	Legal act (new / revision)	Draft Manual/Handbook explaining the mechanisms for delegating responsibilities and powers prepared.	IPA II	MoF - CHU MoF - BD	1 (C.1.2)	2018	2019	2019	IPA II (A I) Budget	25.000,00	
*16		C.1.4 Conduct training for managers	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - CHU HRMA	2 (C.1.6) (C.1.7)	III Q. 2017	Continuous	Continuous	Budget - HRMA	20.000,00	
*16		C.1.5 Training for newly appointed internal auditors	Training	Training materials prepared. Number of staff trained.	IPA II	MoF - CHU HRMA Ger. Gvmt.	2 (C.1.5) (C.1.7)	III Q. 2017	Continuous	Continuous	IPA II (A I) Budget	10.000,00	
*16		C.1.6 rganise and deliver training to improve the skills of existing internal auditors	Training	Training materials prepared. Number of staff trained.	IPA II	MoF / CHU HRMA	2 (C.1.5) (C.1.6)	III Q. 2017	Continuous	Continuous	IPA II (A I) Budget	20.000,00	
*14		C.1.8 Strengthen the CHU capacities for assessing the FMC and IA quality	Guidelines / Manual	Guidelines prepared	IPA II SIGMA	MoF - CHU	1 (C.1.1)	II Q. 2016	2020	2020	IPA II (A I) Budget	25.000,00	
		C.1.9 Updating the guidelines for establishing risk management	Guidelines / Manual	Updated guidelines for establishing a risk management prepared.	IPA II	MoF - CHU	1	IIIQ. 2018	2018	Realised / Continuous improvement	IPA II (A I) Budget	15.000,00	
TOTAL:												175.000,00	
NOTE: The continuous activities in this area are regarded as completed in 2017, given the fact that they repeatly continue with its improvement every year.													

STRATEGIC GOAL 4.3. D) Transparent financial reporting and accounting												
OPERATIVE GOAL 4.3. D.1. Transition from the cash-based to the accrual accounting and financial reporting												
		B/L (2014):	TV (2017):	Actual value in 2017:	TV (2018):	Actual value in 2018:	TV (2020):					
32	Public sector accountants trained for accrual accounting (based on the CIPFA methodology)	0	40	40	40	80	100					
33	Property register and double entry book-keeping system for the property implemented	B/L (2014): Beginning of the development of the property register	TV (2017): Property data entered into the register	Actual value in 2017: 0	TV (2018): (direct and indirect users of the budget) and collecting information on the condition of the property	Actual value in 2018: 0	TV (2020): Property register and double entry book-keeping system for the property implemented					
PUBLIC FINANCE MANAGEMENT												
SUB-SYSTEM												
		Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11	12	13	14
		ACTIVITY										
		D.1.1 Provide general training of on accrual accounting for public accountants	Training	Training materials prepared and available. Number of staf trained.	UNDP CEF, CIPFA	MoF - Treas	1	I Q. 2016	IV Q. . 2020	Realised / Continuous implementation	Budget 2016-UNDP 2017-USD SLOVENIAN EMBASSY AND GOVERNMENT	not specified
		D.1.2 Develop new accrual-based accounting policies	Legal act (new / revision)	Approved Law on Public Accounting		MoF - Treas	1	I Q. 2017	IV Q. 2020	2020	Budget	not specified
		D.1.3 Adapt the Chart of Accounts to new accounting requirements	Legal act (new / revision)	Updated classifications (organizational, economic, functional, assets...)	UNDP	MoF - Treas	2 (D.2.1) (D.2.2) (D.2.3)	I Q. 2018	2020	2020	Budget UNDP	not specified
		D.1.4 Develop the IT system to support double-entry bookkeeping	Computerization	IT system implemented		MoF - Treas	2	2019	2020	Budget	not specified	not specified
		D.1.5 Develop new implementing legislation and reporting templates	Legal act (new / revision)	New legislation and reporting templates approved.		MoF - Treas	2	2019	2020	Budget	not specified	not specified
		D.1.6 Provide training for public sector accountants on new implementing legislation, templates and the IT system	Training	Training materials prepared and available. Number of staf trained.		MoF - Treas	2	2020	2020	Budget	not specified	not specified
		D.1.8 Provide training for public sector accountants on new implementing legislation and usage new Assets Management Module	Training	Number of staf trained.		MoF - PrA	2 (D.1.8)	III Q. 2015	IV Q. 2016	2020	Budget	not specified
*13	*19	D.1.10 Amending legislation, Year-end report should contain also information on assets and performance indicators	Legal act (new / revision)	Legislation amended and approved.		MoF - Treas. DfP MoF - PrA	2 (A.2.6) (C.1.4) (D.1.8)	2019	2020	Budget	not specified	not specified
						TOTAL:						

STRATEGIC GOAL 4.5. E) The development and strengthening of external audit													
OPERATIVE GOAL 4.5.1. Strengthen SAI capacities													
		Level of realisation of SAI's Annual Audit Plan	B/L (2014): 60% (2017): 80%	N/A	N/A	TV(2018): 83%	Actual value in 2018: 86,27%	TV (2020):90%					
34		Application of ISSAI-compliant methodology for financial, regularity and performance audits	B/L (2014) :0 (2015): Methodological Instruction for financial and regularity audits compliant with ISSAI 200 and ISSAI 400, Methodological Instruction for performance audits compliant with ISSAI 300 and Guidelines for Audit Quality Control	N/A	N/A	TV (2018): Guidelines for Auditing Annual Financial Statements of Political Entities; Guidelines for Auditing Final Budget Accounts	Actual value in 2018: Guidelines for Auditing Annual Financial Statements of Political Entities adopted in January 2018. Guidelines for Auditing Final Budget Accounts adopted in September 2018.	TV (2020): Manual for Financial and Regularity Audits compliant with ISSAI 4th level adopted and applied. Manual for Performance Audits compliant with ISSAI 4th level upgraded and applied. Guide for Monitoring the Implementation of Recommendations from Audit Reports adopted and applied					
35		No of trainings/seminars/ workshops for auditors delivered	B/L (2014): Minimum of 3 training sessions organized (2017): 9 additional trainings were organized	N/A	N/A	TV (2018): 6 additional trainings delivered	Actual value in 2018: 13 trainings (3 locally organized and 10 organized at regional and international levels)	TV (2020): 10 additional trainings delivered					
36													
PUBLIC FINANCE MANAGEMENT													
SUB-SYSTEM													
ACTIVITY			Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11	12	13	14	
		E.1.1 Analyse the instruction on methodology for financial audit and regularity audit and draft the Manual for financial audit and regularity audit in line with ISSAI standards	Guidelines / Manual	Draft Manual for financial audit and regularity audit in line with ISSAI standards prepared.	IPA II	SAI	1 (E.1.5)	I Q. . 2019	II Q. .2020	II Q. 2020	IPA II (A V) Budget	32.000,00	
22)		E.1.2 Analyse the instruction on methodology for performance auditing and draft recommendations for improving methodology for performance auditing	Instructions	Recommendations for improving methodology for performance auditing prepared.	IPA II	SAI	1 (E.1.5)	I Q. 2019	II Q. .2020	II Q. 2020	IPA II (A V) Budget	12.000,00	
22)		E.1.3 Analyse the current practice in monitoring implementation of audit recommendations in the SAI in relation to best EU practice and draft guidelines for monitoring implementation of audit recommendation	Guidelines / Manual	Draft Guidelines for monitoring implementation of audit recommendation prepared.	IPA II	SAI	1	I Q. 2019	II Q. 2020	II Q. 2020	IPA II (A V) Budget	24.000,00	
		E.1.4 Development of the Human Resource Management Strategy and Communication Strategy	Strategic / Planning document	Draft Human Resource Management Strategy prepared. Draft Communication Strategy prepared.	IPA II	SAI	2	I Q. 2019	II Q. .2020	II Q. 2020	IPA II (A V) Budget	40.000,00	
		E.1.5 Improvement of the manual for examination for state auditors; implementation of trainings (1 pilot audit and training for implementing the Financial and Regularity Audits Manual) and improvement of audit capacities for the application of IT tools	Guidelines / Manual Training	Training manuals for the SAI auditors prepared. Certain number of staff trained. Improved IT tool implemented.	IPA II	SAI	2 (E.1.1) (E.1.2)	I Q. 2019	II Q. .2020	II Q. 2020	IPA II (A V) Budget	87.000,00	
22)		E.1.6 Guidelines for auditing final state budget accounts and organize a workshop (training) for the audit staff in implementing guidelines for auditing of final state budget account	Guidelines / Manual Training	Draft Guidelines for auditing final state budget accounts prepared. Number of staff trained.	SIGMA	SAI	1	I Q. 2018	II Q. 2018	II Q. 2020	SIGMA/ Budget SAI	0,000	
		E.1.7 Guidelines on assessment of the fiscal accountability assessment	Guidelines / Manual	Guidelines on assessment of the fiscal accountability assessment prepared.		SAI	1	2018	2019	2020	Budget	2.500.000,00	
							UKUPNO:					2.695.000,00	

STRATEGIC GOAL 4.5. E) The development and strengthening of external audit												
E.2. Audit Authority												
OPERATIVE GOAL 4.5.2. Audit Authority												
37		Number of trainings / seminars / workshops per auditor	B/L (2014): 3 trainings organized per auditor	N/A	N/A	TV (2018): A minimum of 5 auditor trainings organized per auditor	Actual value in 2018: 3 trainings have been organized on average per auditor	TV (2020): A minimum of 7 auditor trainings organized per auditor				
38		Progress in implementing the Audit Authority's Strategy and AP	PV (2014): n/a	N/A	N/A	TV (2018): The AP activities will commence in 2019	Actual value in 2018: The AP activities will commence in 2019	TV (2020): 20% of planned actions implemented				
39		Degree of audit methodology improvement – Audit Manual	PV (2014): Audit Manual in place	N/A	N/A	TV (2018): The AP activities will commence in 2019	Actual value in 2018: The AP activities will commence in 2019	TV (2020): 100% of deficiencies rectified				
40		Share of audits conducting by using the audit software tool	PV (2014): n/a	N/A	N/A	TV (2018): The AP activities will commence in 2019	Actual value in 2018: The AP activities will commence in 2019	TV (2020): 50% audits done using the software tool				
41		Level of implementing standards to ensure audit quality	PV (2014): n/a	N/A	N/A	TV (2018): The AP activities will commence in 2019	Actual value in 2018: The AP activities will commence in 2019	TV (2020): 50%				
PUBLIC FINANCE MANAGEMENT												
SUB-SYSTEM												
		Type of the activity	Indicator / goal	TA required (IPA, IMF, UNDP...)	Implementing agency / Directorate	Priority	Planned start date	Planned completion date	New deadline for completion	Source of Funding	Planned funding	Spended funds
1	2	3	4	5	6	7	9	10	11	12	13	14
		E.2.1 Assessment of training needs, development and implementation of training program for the auditors	Strategic / Planning document Training	Number of trainings/ seminars/ workshops per auditor	IPA II	AA	1	2019	2020	2020	IPA II (A V) Budget	274,000.00
		E.2.2 Improvement of the audit manual for different types of audits according to the international audit standards	Guidelines / Manual	Level of audit methodology improvement – Audit Manual	IPA II	AA	1	2019	2020	2020	IPA II (A V) Budget	80,000.00
		E.2.3 Improvement of the capacity of the staff for applying specific audit techniques (IT)	Computerization Training	Share of audits done using the audit software tool	IPA II	AA	2	2019	2020	2020	IPA II (A V) Budget	20,000.00
		E.2.4 Development of AA strategic plan and Action Plan for its implementation	Strategic / Planning document	Level of implementation of AA Strategy and Action Plan	IPA II	AA	2	2019	2020	2020	IPA II (A V) Budget	70,000.00
		E.2.5 Development of quality assurance guidelines	Guidelines / Manual	Level of implementation of standards to assure quality of audit work	IPA II	AA	2	2019	2020	2020	IPA II (A V) Budget	31,000.00
NOTE: Activities within this goal will start with the implementation in 2019.						TOTAL:						475,000.00