



**Montenegro
Ministry of Public
Administration**

**Public Administration
Reform Strategy 2016-2020**

PAR Strategy 2016-2020 in Montenegro: Goals



PAR Strategy in Montenegro: Specific objectives

1

Organization and responsibility in public administration system

2

Service delivery

3

Civil service system and human resources management

4

Policy development and coordination

5

Public finance management

6

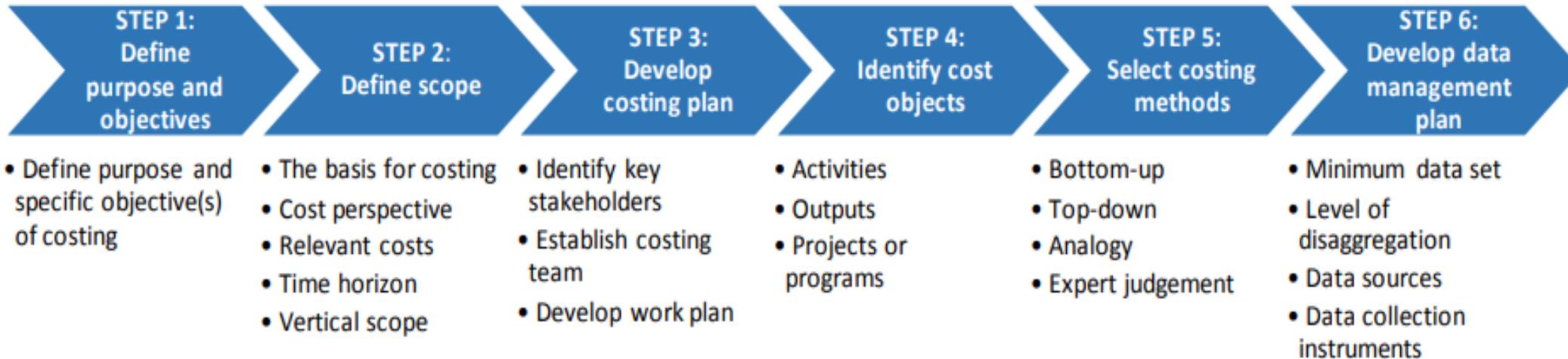
Specific local self-government issues

7

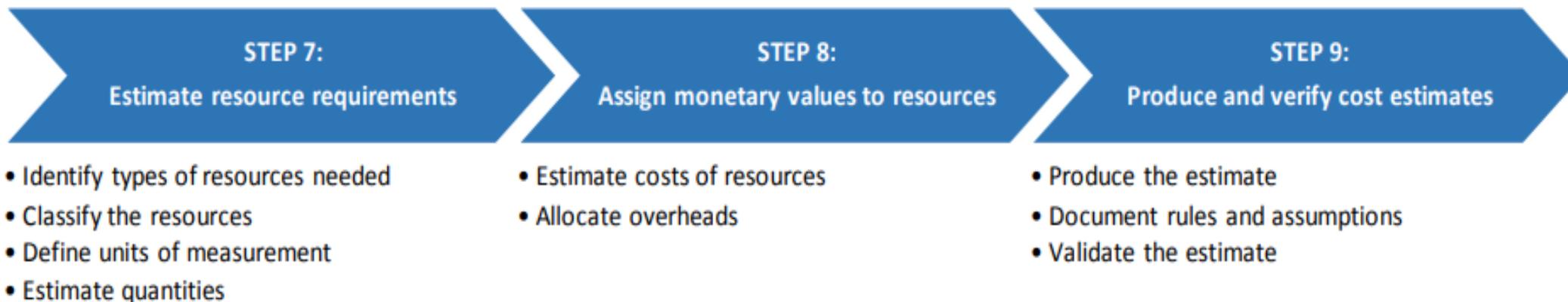
Strategic management of public administration reform process and financial sustainability ernment issues

PAR Strategy in Montenegro: Strategy Costing Process

PLANNING PHASE



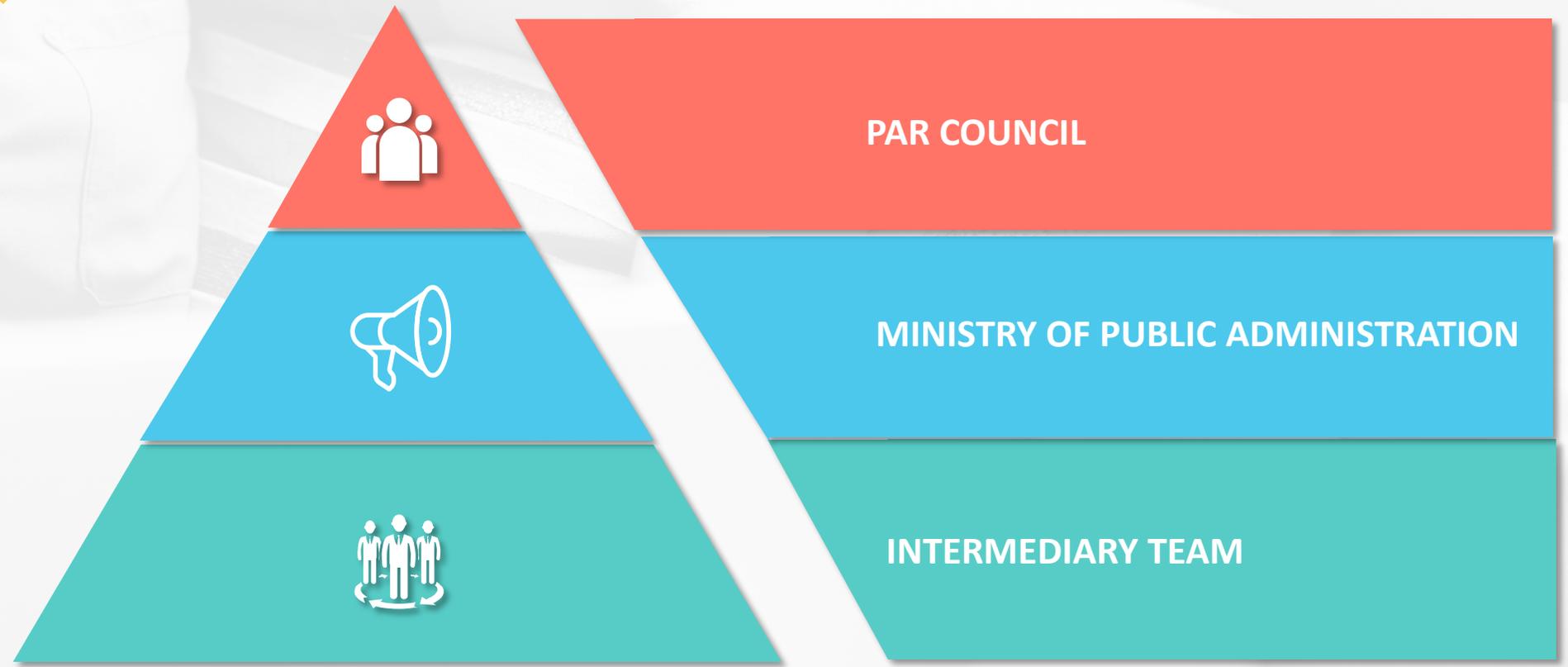
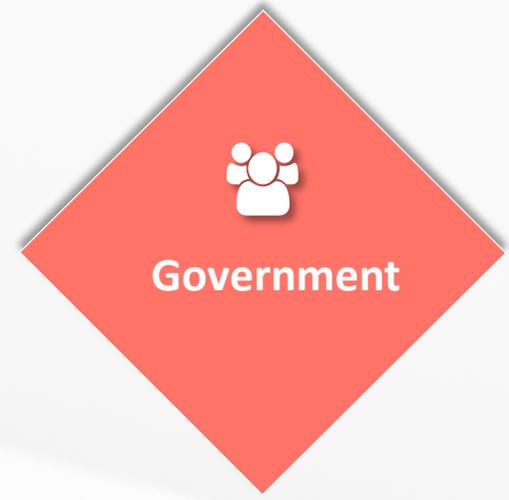
IMPLEMENTATION PHASE



COST ESTIMATE USED FOR:

- Identifying sources of financing
- Producing funding proposals
- Planning and budgeting
- Prioritizing and managing financial gap
- Deciding on program changes
- Future revisions of cost estimates
- Financial monitoring and reporting
- Other costing exercises

PAR Strategy costing process: Institutional set-up



PAR Strategy costing process: Key stakeholders

- ✓ **Ministry of Public Administration**
- ✓ **Ministry of Finance**
- ✓ **Ministry of Sustainable Development and Tourism**
- ✓ **General Secretariat of the Government**
- ✓ **Human Resource Management Authority**
- ✓ **Administration for Inspection Affairs**
- ✓ **Agency for Personal Data Protection and Free Access to Information**
- ✓ **Administrative Court**
- ✓ **Judicial Training Center and State Prosecutor's Office**
- ✓ **Local Self-Governances**
- ✓ **Union of Municipalities**

PAR Strategy costing process: Costs classification

01

Training costs (estimated number of participants, number of events, rental of training halls, cost of lecturers, etc)

02

Technical support cost (days, compensation)

03

Office equipment

04

Publications

05

Investments (IT systems, new premises)

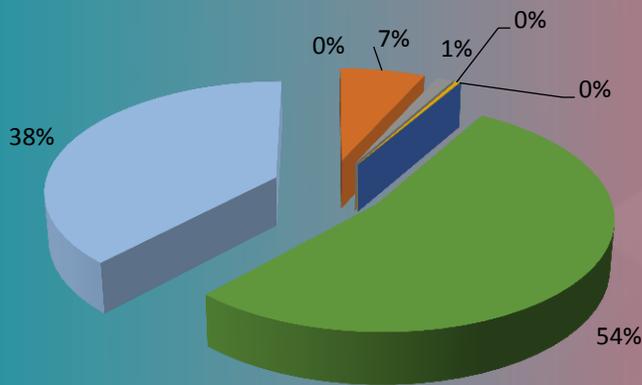
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Other costs

PAR Strategy costing process: Cost classification and Financial resources

Description of activities and results			Additional costs in the category of goods and services								Financial resources						Total funds needed to realize the action plan		
Order No.	Activity	Milestones (sub-activities) Overview of sub-activity whose implementation is needed for the full realization of activities	Worksh ops / Training Costs	Technical Support Costs			Office equipment		Publications	Additional costs in the category of "investments"	Other costs	State budget		EU funding		Financial Deviation			
				Local Experts	International Expertise	Com puters	Office furniture	Covered budget and medium-term budgetary amounts, or sectoral budget support				No budget, required proposal and approval	An approved and validated project has already been approved	Funding is not verified					
			Total value	Days	Days	Total	Total value	Total value	Total value	IT systems, Premises	Total value								
1	2	3	13	21	24	#	27	30	33	36	39	42	43	44	45	48	49	50	51
1	Objective 4.2.1. Improved efficiency, effectiveness and citizens' satisfaction with the quality of provided administrative services																		
	1.Improve capacities of public administration for the enforcement of solutions from the Law on Administrative Procedure	a) Identify key authorities of public administration where it will be necessary to conduct the specialized training for the enforcement of the Law on Administrative Procedure (by areas)specijalizovane obuke za primjenu ZUP-a (po oblastima)				#													
		b) Identify employees in key public administration authorities and local self-governance to be trained by 2020.																	
		c) Train 600 identified employees for the enforcement of the Law on Administrative Procedure		24			#						54,000					18,000	18,000

Share of costs in economic expenditures



- AP 2018-2020 estimates total costs by categories for the next three-year period;
- AP was adopted by the PAR Council and the Government;
- Stakeholder institutions amended their budgets in accordance with the AP;
- National Budget rebalanced;

Financial resources

	2018	2019	2020	Total
Goal 1	103,020	91,720	33,250	234,990
Goal 2	1,931,550	2,014,560	2,240,640	6,186,750
Goal 3	1,152,950	1,142,100	1,088,025	3,383,075
Goal 4	65,750	100,420	90,580	256,750
Goal 6	535,000	234,000	1,049,000	1,818,000
Goal 7	5,000	31,000	27,000	63,000
Total	3,793,270	3,613,800	4,528,495	11,942,565

ACTION PLAN 2018-2020

Activity	Milestones (sub-activities)	Lead institution	Start date	Planned end date	Costs assessment	Source of financing	Indicator
4.1. ORGANIZATION AND LIABILITY IN THE PUBLIC ADMINISTRATION SYSTEM							
Objective 4.1.1. Improved control of legality and expediency of work of all authorities							
1.Preparation of amendments to the Law on Public Administration aimed at setting up more efficient organization of the public administration system, by stipulation of clear criteria for the establishment and functioning of public administration authorities	a) Establish the inter-ministerial working group for the preparation of Draft Law	MPA(Directorate for Public Administration)	I quarter 2018	I quarter 2018	18.000 €	Budget CG/SBS	Working group established
	b) Prepare the Draft Law	MPA(Directorate for Public Administration)	I quarter 2018	I quarter 2018	Funds not needed		Draft Law prepared
	c) Conduct the public hearing procedure on the Draft Law	MPA(Directorate for Public Administration)	II quarter 2018	II quarter 2018	7.000 €		Public hearing report announced on MPA webpage
	d) Prepare the Proposal for the Law based on the public hearing results	MPA(Directorate for Public Administration)	II quarter 2018	II quarter 2018	Funds not needed	Budget CG/SBS	Proposal for the Law prepared

PAR Strategy: Implementation



Costing Strategy Framework of Montenegro

- Secretariat General of the Government of Montenegro established the legal framework for strategic planning with clear quality criteria, procedures and institutional responsibilities, Government adopted the **Decree on modalities and procedure for drafting, alignment and monitoring of implementation of strategic documents**;
- The Decree is accompanied by the **Methodology for policy development, drafting and monitoring of strategic planning documents**, whereby the key steps for assessing financial resources within the strategy document have been emphasized, as follows:
 - A display of the total financial assets that will be used for the validity period of the strategy document;
 - Precisely defined financial amounts envisaged for each objective or activity included in the strategy document;
 - An indication of the sources of funding;
 - Clear specification of whether the envisaged funds have been approved or not

Thank you!

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