

Action Plan 2021-2025

of

Agency for the Protection of the Right to Free Access to Public Information of the Republic of North Macedonia

Action Plan 2021-2025

The **Action Plan (AP)** operationalizes the strategic plan, defining indicative activities through which the strategic results would be realized. The Action Plan represents the basis on which it is determined how the human, material and technical-technological resources of the institution will be used.

Furthermore, the Action Plan determines who in the organization is responsible for what, and it is the basis for the annual operational and budget planning.

This Action Plan, as an integral part of the Strategic Plan 2021-2025, defines the following elements:

- The results and activities through which the planned aims will be achieved;
- The responsible person or organizational unit within the Agency, responsible for implementing the activities;
- Indicative financial resources needed for the implementation of the planned activity;
- The time limit for the realization of the activity.

STRATEGIC PRIORITY 1

Protection and Promotion of the Right to Free Access to Public Information in the Republic of North Macedonia

Activities:	Responsible:	Deadline:	Indicative budget:	Comments:
Objective 1: Facilitating the application of the right to access public information				
Result 1.1: Strengthened awareness of the right to free access to public information among information requesters				

1.1.1. Implementation of a public campaign to acquaint information requesters with the right to free access to information.	Department for cooperation, transparency and education	1st quarter 2022	/	Cooperation with external partners
1.1.2. Regular communication and information to applicants information through the website and social media.	Department for cooperation, transparency and education	Continuously	/	
1.1.3. Networking and cooperation with the civil sector, for more effective familiarization of information requesters with the right to free access to public	Department for cooperation, transparency and education	Continuously	/	

information				
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Result 1.2: Information requesters have trust in the Agency and understand how to use their right to free access to public information.

1.2.1. Preparation and implementation of training for information requesters (according to target groups of users), for exercising the right of free access to public information.	Department for Administrative Legal, and General Affairs	Continuously	55.000 Denars	
1.2.2. Unification of practice and enabling consistent action in similar situations and for similar issues.	Department for Administrative Legal, and General Affairs	Continuously	/	
1.2.3. Unification of the practice when making decisions in the appeal procedure.	Department for Administrative Legal, and General Affairs	Continuously	/	
1.2.4. Cooperation and participation in educational and informative events organized by civil or international organizations and bodies, to enable and encourage	Department for cooperation, transparency and education	Continuously	/	

citizens' participation in the process of openness				
1.2.5. Preparation of e-training for different categories of information seekers	Department for Administrative Legal, and General Affairs	Continuously	/	Cooperation with external partners, depending on the provision of adequate donor assistance

Activities:	Responsible:	Deadline:	Indicative budget:	Comments:
Objective 2: Increasing the efficiency and effectiveness of the holders of public information for exercising the right to free access to information.				
Result 2.1: Increased active transparency, accountability and proactivity among the holders of information and enabled access to quality and timely available public information.				

2.1.1. Implementation of trainings for the holders of information, for the importance of proactive transparency	Department for Administrative Legal and General Affairs	Continuously		Cooperation with external partners
2.1.2. Monitoring of the consistent implementation of Art. 9 and 10 of the Law on SPIJK from the holders of information of a public nature and monitoring of the websites of the holders of public information, for the application of the Transparency Standards.	Department for cooperation, transparency and education	4th quarter 2021 - 2025 (continuously)		

2.1.3. Preparation of Methodology and determination of transparency index.	Department for cooperation, transparency and educational cooperation with external collaborators	3rd quarter 2021 (revision if needed / continuously)		Cooperation with an external partner
2.1.4 Establishing an e-portal for holders of public information.	Department for administrative, legal and general affairs Department for cooperation, transparency and education			
2.1.5. Training for the application of the Methodology and the index of employees in APRFAPI	External cooperation	4th quarter 2021	/	One-time training
2.1.6. Training of the information holders on the application of the e-portal.	Department for administrative, legal and general affairs Department for cooperation, transparency and education	Continuously	/	Cooperation with external partners
2.1.7. Education of the information holders (expansion of the topics of the existing trainings).	Department for administrative, legal and general affairs Department for cooperation, transparency and education	Continuously		Cooperation with external partners
2.1.8. Preparation and publication of Analysis from the monitoring of	Department for cooperation, transparency and education	Third quarter 2022	/	

the websites of the holders of public information				
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Result 2.2: Reduced silence of the administration (tacit denials) and provided support for the promotion of "reactive" transparency of public institutions.
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2.2.1. Analysis of the reasons for the administration's silence and recommendations for overcoming them	Department for Administrative Legal and General Affairs	Quarter 4, 2021		Cooperation with external partners
2.2.2. Elaboration of proposed solutions and recommendations for the improvement of practice, in the direction of reducing the silence of the administration	Department for Administrative Legal and General Affairs	Quarter 4, 2021 - Quarter 1, 2022		Cooperation with external partners
2.2.3. Holding trainings for the managers of the institutions holders of information for familiarization with the legal and sub-legal norms for FAPI	Department for Administrative Legal and General Affairs	Continuously		Cooperation with external partners
2.2.4. Preparation and implementation of Training for implementation of the Guide for the delegation of authority to the holders of	Department for Administrative Legal and General Affairs	3rd quarter 2021	/	

information.				
2.2.5. Preparation / Procedure for processing a request	Department for Administrative Legal and General Affairs	4th quarter 2021	/	
2.2.6. Preparation of manuals and guides to improve the work of information holders in the field of free access to information.	Department for Administrative Legal and General Affairs Department for cooperation, transparency and education	Continuously	/	Cooperation with external partners
2.2.7. Preparation of educational modules for primary and secondary education and implementation of training within formal education.	Department for Administrative Legal and General Affairs	2021-2022		Cooperation with external partners
2.2.8. Information and representation before the Government of RSM for mandatory procedures for requests for access to public information by the holders of information.	Leadership	Continuously		

Activities:	Responsible:	Deadline:	Indicative budget:	Comments:
Objective 3: Promotion of policies and practices for the application of the right to free access to information.				
Result 3.1: An established and functional system for monitoring the implementation of the decisions of the Agency for the Protection of the Right to Free Access to Public				

Information.

<p>3.1.1. Preparation of a procedure for monitoring the implementation of the Agency's decisions by the holders, within the legally established deadline.</p>	<p>Department for Administrative Legal and General Affairs</p>	<p>Continuously</p>	<p>/</p>	
<p>3.1.2. Enabling full functionality and regularly updating the document management system (data management system – DMS).</p>	<p>Department of General and Legal Affairs ICT Department</p>	<p>Continuously</p>	<p>/</p>	
<p>3.1.3. Submitting feedback from applicants for the implementation of the Agency's decisions (ref. Art. 27 of the Law on free access to public information)</p>	<p>Department for Administrative Legal and General Affairs</p>	<p>Continuously</p>	<p>/</p>	
<p>3.1.4. Preparation and publication of the Analysis of the findings of the monitoring of the action taken in relation to the decisions of the Agency.</p>	<p>Department for Administrative Legal and General Affairs</p>	<p>Continuously</p>	<p>/</p>	

Result 3.2: Improved practical application of the law on exercising the right to free access to information, through evidence-based amendments and additions to policies and practices.

<p>3.2.1. Organizing a public debate (workshop with NGOs and state institutions) and consultation with stakeholders who apply the right to free access to public information, in order to identify weaknesses and challenges in application.</p>				<p>Cooperation with external partners</p>
<p>3.2.2. Exchange of experiences and knowledge with international bodies and institutions, to identify good practices, to promote the application of the right to free access to public information.</p>	<p>Department for administrative, legal and general affairs Department for cooperation, transparency and education</p>	<p>Continuously</p>	<p>/</p>	
<p>3.2.3. Conducting an analysis of the application of the law and recommendations arising from the practical application of the law.</p>	<p>Department for Administrative Legal and General Affairs Department for cooperation, transparency and education</p>			<p>Cooperation with external partners, depending on the provision of adequate donor assistance</p>
<p>3.2.4. Promotion of identified good practices and findings, in the direction of</p>	<p>Department for Administrative Legal and General Affairs</p>			<p>Cooperation with external partners, depending on the provision of adequate donor</p>

advancing legal solutions, based on positive experiences.				assistance.
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STRATEGIC PRIORITY 2

Strengthening the Institutional Capacity of the Agency for the Protection of the Right to Free Access to Public Information

Activities:	Responsible:	Deadline:	Indicative budget:	Comments:
Objective 4: Strengthening human capacities and improving the effectiveness and efficiency of the Agency's employees.				
Result 4.1: Established an effective system for continuous improvement of the knowledge, skills and work of the Agency's employees.				

4.1.1. Analysis of the situation and staffing needs - FA	Departments for general and legal affairs	Quarter 3, 2021 - continuously	/	
4.1.2. Analysis of training needs and preparation of a training plan for employees.	Departments for general and legal affairs	Quarter 4, 2021 - continuously	/	
4.1.3. Preparation and implementation of general (generic) trainings, to upgrade the skills and knowledge of employees, based on needs.		Quarter 4, 2021 - continuously		In cooperation with MISA
4.1.4. Preparation and implementation		Quarter 4, 2021 - continuously	100.000,00 Denars	

of professional trainings, to upgrade the skills and knowledge of employees, based on needs and competencies.				
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Result 4.2: Increased visibility and recognition of the Agency's operations by the general and professional public.

4.2.1. Preparation of Strategy and Action Plan for Public Relations (PR) for the Agency for 2023-2025.	Department of Public Relations, Transparency and Education	2023-2025	120.000 Denars	
4.2.2. Continuous updating and informing the public through the Agency's website and through social media.	Department for Cooperation, transparency and Education	Continuously	/	
4.2.3. Preparation and distribution of promotional and educational materials.	Department for Cooperation, transparency and Education			Cooperation with external partners, depending on the provision of adequate donor assistance
4.2.4. Participation in public and debate shows and informing of the public	Department for Administrative Legal and General Affairs Department for	Continuously		

through traditional media.	Cooperation, transparency and Education			
4.2.5. Realization of other activities for promotion and visibility, according to the strategy for public relations	Department for Administrative Legal and General Affairs Department for Cooperation, transparency and Education	Continuously		Cooperation with external partners, depending on the provision of adequate donor assistance

Result 4.3: Established cooperation and networking with international institutions, donors and other relevant stakeholders, for the exchange of experiences and improvement of the Agency's operations.

4.3.1. Establishing and strengthening cooperation with the owners of information, officials and managers of institutions at the local and central level.	Department for Administrative Legal and General Affairs Department for Cooperation, transparency and Education	Continuously every quarter in the year from 3rd quarter 2021 to 2025.		
4.3.2. Formation and functioning of a coordinating working group for "Openness, transparency and accountability of public information" with other related institutions (Government, MISA, APDP...).	Department for Administrative Legal and General Affairs Department for Cooperation, transparency and Education	Quarter 4 2021 – continuously		

<p>4.3.3. Participation in activities of the Agency, contained in The Transparency Strategy and the strategy for public administration reform.</p>	<p>Department for Administrative Legal and General Affairs</p> <p>Department for Cooperation, transparency and Education</p>	<p>Continuously</p>		
<p>4.3.4. Establishing and strengthening cooperation with new target groups (students, journalists and media, NGOs) at the local and central level.</p>	<p>Department for Administrative Legal and General Affairs</p> <p>Department for Cooperation, transparency and Education</p>			<p>Cooperation with external partners, depending on the provision of adequate donor assistance</p>
<p>4.3.5. Maintaining continuous cooperation with related institutions and potential partners/donors for cooperation.</p>	<p>Department for Administrative Legal and General Affairs</p> <p>Department for Cooperation, transparency and Education</p>	<p>Quarter 2 and 4, every year continuously</p>		

Activities:	Responsible:	Deadline:	Indicative budget:	Comments:
<p><i>Objective 5: Improvement of the technical-technological conditions for work in the Agency.</i></p>				
<p>Result 5.1: Applied modern tools and solutions for improved analytics, communication and exchange of information, and for more efficient provision of the Agency's services.</p>				

<p>5.1.1. Enabling and encouraging</p>	<p>ICT Department</p>	<p>Continuously</p>		
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the continued use of the ICT tools developed with the IPA 2 project (e-portal for holders and information seekers, and other tools)				
5.1.2. Analysis of the situation (determining the existing tools and solutions used for communication, information exchange and access to the Agency's services), through the data collected in the Agency.	ICT Department	Min. once in two years		
5.1.3. Assessment of the needs for development/modernization of existing ICT solutions, based on the conducted Analysis (A5.1.2).	ICT Department	Min. once in two years		
5.1.4. Development of new digital solutions or modernization / updating of existing ones, according to the needs and development of the Agency.	ICT Department	Continuously		

Result 5.2: Improvement of systems and equipment with information and communication equipment

5.2.1. Inventory of existing ICT equipment.	ICT Department	Once a year	
5.2.2. Preparation of analysis for the needs of ICT equipment basis of competencies, the scope of work and the number of employees.	ICT Department	Annually	
5.2.3. Planning the procurement of equipment and other material resources, according to the institution's needs, with the Public Procurement Plan.	ICT Department	Annually	
5.2.4. Procurement of new ICT equipment and means of work.	ICT Department	Annually	200.000,00 Denars