

Instruments of Public administration reform in the Republic of Macedonia

Prof.Dr.Sc. Risto Rechkoski¹,

¹*University St.Kliment Ohridski - Bitola, Republic of Macedonia*
Faculty of tourism and hospitality - Ohrid, Republic of Macedonia

Abstract:

In the Republic of Macedonia, the Public Administration Reform Strategy 2018 – 2022 was adopted, and it defines measures that are to be taken in that period, in order to achieve the goals and objectives defined in each of the priority areas.

In the priority area Policy-making and Coordination, measures are taken to enhance the mid-term and sectoral planning by strengthening the institutional and human capacities for coordination of the mid-term planning process and connectivity with the sectoral strategies, budgeting and annual planning. In order to effectively support the Government in decision-making, the structure and administrative capacities for carrying out functions of the so-called “Centre of Government” will be enhanced, especially with regard to the quality and consistency of the content of policies and draft laws through innovative manners for efficient inclusion of stakeholders in all phases of the process of policy planning and development.

Priority measures in the field of Public Service and Human Resource Management are aimed at depoliticizing the administration, professionalization of senior management structures through clear distinction between the political and professional levels, as well as through introduction of a senior civil service category, by defining and regulating transparent and competitive merit-based procedures.

To achieve the defined goals in the priority area Responsibility, Accountability and Transparency, measures are taken to reorganize and optimize state administration bodies, agencies and inspection services of the central government, in order to provide structures with clear accountability and without any overlapping competences that will contribute to efficiency in operation, clearly allocated responsibilities, coordination, management, and quality service delivery. In the priority area Delivery of Services and informational computer technology support to administration, means that Service delivery should be in a Fast, Simple and Accessible Manner, measures and activities are taken for rational development of the digital environment, improvement of quality and access to public services, provision of digital environment with access to and possibility for using e-services. One of the main characteristics and goals of some of the activities is active inclusion of users in the process of defining and designing services, thereby ensuring that the services will be adjusted to users’ needs.

For achieving, monitoring of goals anticipated under the Public administration reform strategy 2018 - 2022, and for coordinating of the overall process at different levels such as: political level, expert and technical support level, and for implementation and monitoring of a process, different organs and bodies are formed for this goal, as: Council for Public Administration Reform, Public Administration Reform Secretariat,, and Public Administration Reform Team.

Key Word: Public Administration, Public Administration Reform, Strategy, Legislation, Macedonia.

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I. INTRODUCTION

Public Administration Reform – **PAR**, is a continuous process of reorganization of public sector institutions and improvement of their administrative capacity, and is also one of the key priorities anticipated under the Accession Partnership and an important prerequisite for European integration of the Republic of Macedonia. Initiatives for modernization and improvement of the administration are consistently on the agenda. Civil and public administration is seen as the basis of the overall public sector on which processes and development of every democratic society depend. The work of the public sector reflects democratic values in their entirety and in that sense all institutions have the responsibility to work towards achieving better value for citizens and businesses, thus ensuring social and economic development, that is, prosperity of the country as a whole.

The Republic of Macedonia, as a candidate country for membership in the European Union-*EU*, in the past years has embedded and developed the principles of the European Administrative Space by adopting two

public administration reform strategies. The first PAR Strategy adopted in 1999, with unspecific timeframe, foundations were laid for the legal and institutional framework necessary to initiate the public administration reform process.

The second PAR Strategy (2010-2015) was adopted in 2010 with an Action Plan, and its implementation has contributed to improving the quality of administrative services for citizens and business entities and improving the quality of policy development and implementation thereof.

In the past years, the international community has warned about such situations through criticism addressed in the country's reports published by the *EU* bodies. They pointed to a standstill and a downturn in the European integration processes; complete partization of public administration with employments and promotions that endanger the principle of merit; pressures and abuse of public administration during elections; inability to separate the party from the state interest; general inaccessibility of institutions and lack of dialogue between the government and the trade unions and other stakeholders in the country.

The Government of the Republic of Macedonia has established the following: "The Government of the Republic of Macedonia will work on creating a professional and efficient, accountable and transparent administration that will deliver quality services to citizens and the business sector and will protect their rights. By applying the principles of fairness and professionalism in the process of employment and objectivity in promoting and rewarding public administration employees, the Government of the Republic of Macedonia will create an administration that will be free from party influence and will be committed to solving the problems of citizens and business entities, complying with the principles of legality and impartiality in the exercise of their duty.

Consequently, the measures anticipated under the Public Administration Reform Strategy 2018 - 2022 are fully oriented towards finding rational and feasible solutions to the challenges and guidelines contained in the European Commission reports on the Republic of Macedonia for 2015 and 2016, the Urgent Reform Priorities for the Republic of Macedonia, the recommendations of the Senior Experts Group and the SIGMA assessment mission reports, as well as the contributions of the consulted stakeholders involved in the process, following the guidelines stipulated under the Work Programme of the Government of the Republic of Macedonia (2017-2020), and under Plan 3-6-9 of the Government of the Republic of Macedonia.

The PAR Strategy 2018 - 2022 is in direct correlation with the strategic documents from different areas that are broadly encompassed in the public sector reform, such as:

- the Public Finance Management Reform Programme 2018 - 2021 (Ministry of finance)
- the Draft Public Internal Financial Control Policies 2018 - 2020 (Ministry of finance),
- the Draft Strategy for Reforms in the Judicial Sector for the period 2017 - 2022 (Ministry of justice),
- the State Programme for Prevention and Repression of Corruption and Reduction of Conflict of Interests with the Action Plan for 2016-2019 (State Commission for protection of Corruption),
- the National Action Plan for Open Government Partnership 2016 - 2018 (Ministry of information Society and administration)

II. FRAMEWORK AND VISION OF THE STRATEGY OF PUBLIC ADMINISTRATION REFORM IN MACEDONIA

The main vision and goal which should be accomplished with implementation of PAR in Macedonia is achieving of depoliticized, efficient, effective and accountable public administration that provides quality and easily accessible services to citizens and the business community across the Republic of Macedonia. The work of the public administration is based on European principles and values and contributes to sustainable economic development, rule of law, social cohesion and well-being.

The policy-making process will be based on analyses, it will be inclusive and transparent, and will reflect the real needs of citizens and business community.

The depoliticization of public administration will increase the trust of citizens and business community in institutions, by means of efficient delivery of quality services tailored to their needs. Institutions will be reorganized in a manner that will ensure optimum utilization of available resources, thereby increasing efficiency and cost-effectiveness in their work.

The technical and technological development and the information technology development will be fully used for digital and social transformation of the administration, by use of modern electronic tools.

The following principles will be at the core of the continuous efforts to achieve goals and measures anticipated under the priority areas of the PAR Strategy 2018 - 2022 and to transform the public administration:

- **Commitment to achieving the vision** – which implies commitment demonstrated on both political and administration level to attain long-term goals by implementing realistic reform steps and effective policies that will contribute to sustainable development
- **Legitimacy** – the rule of law is a fundamental requirement for economic development and social stability. The work of the public administration should be in accordance with the laws and will fully comply with

the fundamental human rights and freedoms. The legislative process is ensured and adoption of quality policies and laws that will contribute to strengthening the legal security of the citizens and the business community;

- **Inclusion** – which implies active involvement and inclusion of the civil society, the business sector and other stakeholders in the policy-making process;
- **Digitalization** –provision of quality, fast and easily accessible services will rely on modern technologies and innovative use thereof by means of continuous technical upgrading and building of adequate capacities;
- **Consistency in implementation** – which means consistent and effective application of legislation, and efficient set-up of institutions for coordinated management and quality service delivery to citizens and the business community

III. PRIORITY AREAS OF THE PAR STRATEGY 2018 – 2022

Public administration reform in the wider sense implies reform in the following **four priority areas**:

1. Policy-making and Coordination;
2. Public Service and Human Resource Management;
3. Responsibility, Accountability and Transparency; and
4. Public Services and information computer technology-ICT Support to Administration.

Consequently, the PAR Strategy 2018 - 2022 has **four general goals**:

1. Effectively, efficiently and inclusively designed policies;
2. Expert and professional administration, free from political influence;
3. Responsible, accountable and transparent work of the institutions; and
4. Delivery of public services in a fast, simple and easily accessible manner.

In accordance with the set goals, the PAR Strategy 2018 - 2022 anticipates the following **results**:

- Depoliticized public administration and restored trust of citizens in the institutions;
- Functional legal state and rule of law;
- Improved policies that will ensure development in all spheres of society;
- Built structures and administration capacities prepared for the EU accession negotiations process;
- Institutionally reorganized and optimized public administration;
- New and retained professional and competent administrative officers;
- Simplified and more effective application of modern information technologies;
- Responsible, accountable and transparent institutions, managers and employees; and
- Quality services delivered to citizens and businesses.

Policy-making and coordination

The improvement of the policy-making and coordination process and capacities is a continuous commitment of the Government of the Republic of Macedonia, aimed at introducing predictable and sustainable policies that will benefit the citizens of the Republic of Macedonia.

Based on the situation analysis, the goal in this priority area is to build effectively, efficiently and inclusively designed policies. To attain this goal, the following objectives have been set:

- 1. Enhanced mid-term and sectoral planning aimed at achieving Government's priorities**
- 2. Improved quality of policies and laws and ensuring transparency and involvement of stakeholders**
- 3. Enhanced efficiency of processes, structures and control mechanisms for horizontal coordination and monitoring of policies, and enhanced efficiency of the decision-making process of government.**
- 4. Improved quality and availability of statistical data supporting quality of policies**

For achieving first objective, measures will be implemented to ensure compliance between the planning documents and with sectoral strategies, enhancement of institutional and human capacities in the ministries and other state administration bodies and ensuring consistency at the horizontal and vertical planning level. This should be done through.

- Strengthening the system for planning by developing mechanisms for alignment of mid-term with sectoral and annual planning
- Improving the processes and capacities for mid-term, sectoral and annual planning in ministries and other state administration bodies

About second objective measures will be implemented to enhance institutional and administrative capacities for creating analysis-based policies, strengthening the mechanisms for coordination and monitoring policies and laws, as well as enhancing the transparency and involvement of stakeholders. This should result in:

- Improving the quality of Regulatory Impact Assessment and the legislative process
- Introducing mechanisms for building an analytical basis
- Strengthening monitoring, reporting and evaluation of policies

- Improvement of sectoral working groups' operations and strengthening the capacity for implementation of sectoral approach
- Increasing the involvement of stakeholders in the policy-making, implementation, monitoring and evaluation process

To achieve third objective, measures will be implemented to enhance the analytical capacities with regard to the content of policies, coordination, and the Government decision-making system, monitoring and reporting "Centre of Government". Focus is placed into:

- Strengthening the policy coordination capacities in the General Secretariat of the Government
- Establishing mechanisms for coordination between state administration bodies that carry out the "Center of Government"
- Strengthening the efficiency of the decision-making system of Government
- Enhancing the cooperation of the Government with the Parliament of the Republic of Macedonia

To achieve fourth objective, measures will be implemented to further strengthen the capacity of the State Statistical Office and other stakeholders in the statistical system for production of credible and relevant statistical data, aligned with the Acquis, as the base for making fact-based decisions and analysis of the implementation of policies.

- Strengthening the capacity for production of macroeconomic statistics
- Strengthening the capacity for production of sectoral statistics

Public service and human resource management

Building administrative capacities, as an integral part of the public administration reform, implies creating a professional administration free from political influence. Investing in employees' knowledge, skills and competences and establishing human resource management standards contributes for increasing productivity and efficiency in delivering services to citizens and the business community.

There are different tools for human resources management. For a unique and quality human resource management in institutions, i.e., in the public sector, the Ministry of information society and administration established a Register of Public Sector Employees, an electronic database for all institutions and employees in the public sector. The Register is part of the Human Resources Management Information System (HRMIS), a comprehensive e-platform, which should enable recording of all information for the institution and its employees, implementation of the effect management process, calculation of salaries and generation of different reports' types. However, although HRMIS is a good platform for central recording of public sector employees, the system has not been entirely completed with correct and complete data for the past two years, which resulted with incomplete and unchecked data in the system. The Ministry for information society and administration published the 2016 Annual Report of the Register of Public Sector Employees, according to which 1,291 institutions are active and note 129,653 employees. However, information presented in the Report was not obtained by their entering into the system by authorized officials, but rather by crossing databases of the Central Register, the Health Insurance Fund, the Employment Agency, the Pension and Disability Insurance Fund and the Ministry of Finance. This is due to the large number of institutions and the extensive data set that should be entered, considering the lack of staffing of the human resource management sectors (regardless of the law provision that every institution should have at least one person tasked to conduct the HRM function), as well as insufficient training of persons authorized to work with this system in the institutions.

Besides HRMIS, the Public Sector Job Vacancies Catalogue has been established, which represents a systematized list of all public institutions' job vacancies classified by: groups, subgroups, categories and levels (with activity code, i.e., the type of institution - holder of the job vacancies, based on the previous classification set forth in the special laws), expert classifications, previous working experience within the profession and special competences.

Based on the situation analysis, the general objective in this priority area is establishing of **Expert and professional administration free from political influence.**

To attain this goal, the following 3 objectives were set:

- 1. Depoliticized administration, by consistent application of the principles of merits, equal opportunities, quotable representation and professionalization of senior management positions.**
- 2. Defined and regulated unified and coherent system of salaries for public sector employees**
- 3. Established system for professional development of administrative officers by the Academy for Professional Development of Administrative Officers.**

To attain first objective, measures will be taken to reduce risks of party influence in the administration, by means of enhanced procedures for selection, employment and promotion, based on the principles of merits, equal and fair treatment, as well as equitable representation of members of communities. The measures will also include professionalization of senior management positions through establishing a clear distinction

between the political and the professional level (introducing the senior civil service category), which will contribute to decreasing political influences, strengthening capacities of management structures, and increasing accountability. This would include:

- Reducing risks of politicization through implementation of clear criteria and transparency when selecting the best candidate for employment and promotion.
- Professionalization of senior management structures
- Improvement of the content and the access to job advertisement, and protection of candidates' rights
- Strengthening of selection committees' capacities
- Improvement of the role of the HRM Network, strengthening of mechanisms for coordination and improvement of HRM tools
- Improvement of the performance evaluation system
- Improvements in implementation of the principle of adequate and equitable representation

The measures for achieving second objective will be focused on development of a Law on Salaries for Public Sector Employees, which will provide development of salary system based on the principle "equal salary for equal work" in the administration and through Preparation of regulation for the new salary system—conducting analysis on the current legal framework of the existing salary systems in the public sector by groups of employees (administrative officers, persons with special authorizations, public service providers and assistant technical persons), comparative analysis and job evaluation based on the Public Sector Job Vacancies Catalogue.

The instruments for third objective will be focused on building an operational and functional system for training of administrative officers, which will have all necessary capacities to provide systematic and continuous professional development of administrative officers.

- Defining the status of the Academy for Professional Development of Administrative Officers
- Building of capacities for the various categories of administrative officers
- Improvement of e-learning platforms
- Creating a database of competent trainers for generic trainings

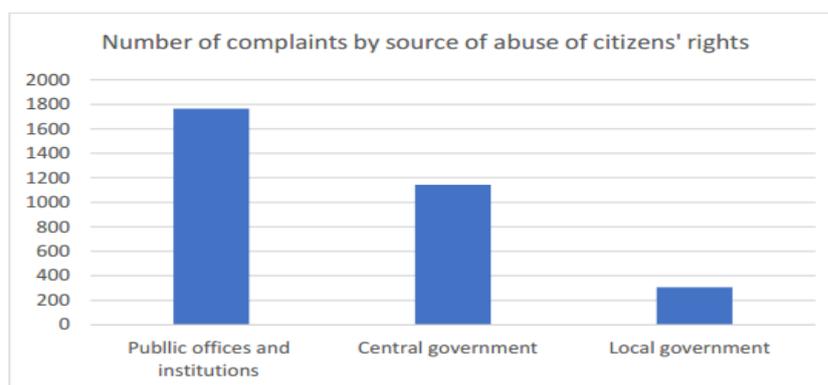
Responsibility, accountability and transparency

The responsibility, accountability and transparency of the public administration is a prerequisite for good management and provision of quality services⁵³. Therefore, improvement of the responsibility, accountability and the transparency are priority goals in the PAR process. Amendments to the Law on the Ombudsman⁵⁸ created preconditions for obtaining status A for the National Human Rights Institution, from normative aspect. The amendments extend the mandate of the Ombudsman in terms of human rights promotion, as well as supplementation of a new jurisdiction regarding the authorization of the Ombudsman to participate in all phases of the court procedure.

As it shown above in the Figure 1., of the total number of 3775 grievances received in 2016, the largest number i.e., 1764 (46%.) refer to violations of rights by public offices and institutions, 1142 (30%) refer to violations of rights by central government institutions, and 306 complaints (8%) refer to violations of rights by the local government. Of the completed 3756 proceedings in 2016, in 1358 (36%) cases the Ombudsman determined violations of human freedoms and rights, whereby adequate measures were taken, and his interventions were accepted.

In general, there is a growth in accepted individual recommendations for elimination of violation of rights by state administration bodies and other public bodies and organizations, but this is not the case with recommendations concerning Individual reports and research for determined negative situations. To overcome such situations, the amendments on the Law on the Ombudsman require mandatory review of the special reports on obstruction of the Ombudsman's operations on a Government's session, and the Government shall take a stand with draft-measures. This will create conditions for strengthening of accountability and control of the Parliament of the Republic of Macedonia over the executive authority.

Figure 1. Number of complaints by abuse of citizen's rights (given to Ombudsman)



The legal protection of citizens, as a constitutional right, is secured with the right to appeal and/or court protection. In part of the procedures, the laws guarantee the right to appeal, while in another part, court protection is directly guaranteed. A State Committee for deciding in administrative procedure and working relation procedure in second-instance and a State Committee for deciding in second-instance in the area of inspectional monitoring and criminal procedure have been established, as well as two-instance court protection by the Administrative Court and the Senior Administrative Court.

The Law on Prevention of Corruption and the Law on Prevention of Conflict of Interests govern measures and activities for prevention of corruption and conflict of interest in exercising power, public authorizations, office and politics, as well as measures and activities for prevention of corruption and conflict of interest in exercising public interest matters of the legal entities linked to conduction of public authorizations. The goal in this priority area is: Responsible, accountable and transparent working of institutions

To achieve this goal, the following 5 objectives were set:

- 1. Developed coherent institutional setup of the state administration bodies, agencies and inspection services of the central government with clearly defined accountability structures**
- 2. Developed effective and efficient mechanisms that provide accountability in state administration bodies, agencies and central government inspection services**
- 3. Strengthened integrity of institutions**
- 4 Strengthened transparency of institutions and improvement of communication between the institutions, the citizens and the business community**
- 5. Improved efficiency of administrative procedures and consistent implementation of the Law on General administrative procedure**

For the first objective, the focus will be reorganization and optimization of state administration bodies, agencies and inspection services of the central government in order to provide structures with clear accountability and without overlapping or duplicating authorizations, which would contribute to efficient working, clearly allocated authorizations, coordination, management, as well as quality services, through

- Mapping of institutions in the Republic of Macedonia and
- Reorganization/optimization of civil administration, agencies, and inspection services of the central government

To gain second objective, measures will be taken to increase efficiency and effectiveness in the public service, as well as to strengthen responsibility and accountability of management structures in state administration bodies, agencies and central government inspection services, through introduction of result-based management standards.

To attain third objective, measures will be taken aimed to strengthen mechanisms for integrity and ethics on the political and professional level.

For the fourth objective, measures will be taken to ensure citizens' and business community access to public information and open data with:

- Strengthening of mechanisms for public information accessibility and of control mechanisms
- Establishing mechanisms for planning, implementation and monitoring of open data principles and strengthening of the citizens' and business community awareness.

For fifth objective, in order to strengthen mechanisms and capacities for provision of efficient administrative procedures should be done:

- Improvement and implementation of the Law on general administrative procedure
- Improvement of the decision-making system in administrative procedure

- Improvement of capacities for administrative procedure

Service delivery and ICT support to the administration

The digital transformation, the global trends for public sector reforms and the increased ICT application transformed the environment in which the public-sector functions. During the last decade, significant attention was paid to reforms aimed at better provision of public services. Considering the fact that competition in the private sector contributed to an increased quality service provision for end users, the citizens expect the same from the public sector.

In order to establish the basic principles and standards for interoperability, the Macedonian Interoperability Framework for the Macedonian Services⁹¹ was developed, and it was adopted in 2016. The Framework covers all levels of interoperability – technical, semantic, organizational and legal. Pursuant to the Law on Electronic Management, a functional Interoperability Platform has been established wherein 25 institutions now have the opportunity to securely exchange data through 97 developed web services⁹².

In 2016, Ministry of information society and administration started the implementation of a project⁹³ to support the implementation of the *National Portal of E-Services*, as well as the establishment of the *Central Electronic Population Register* as a central database for citizens, which will be used by all institutions for delivery of administrative services.

The aim of reform in this sector is delivery of services in a fast, simple and easily accessible way.

There are 3 objectives in the sector such as:

1. Rational investment in development of digital environment

2. Increased quality and availability of public services

3. Developed digital setting that provides access to and possibility for using e-services.

The first objective that implies planned, organized and centralized coordination of digital transformation to ensure constant development and improvement of service quality and sustainability of public investments in ICT, as follows:

- Strategic approach in the digital transformation process
- Centrally coordinated management of projects within the e-Government and ICT area
- Improvement of e-communication channels in administration
- Implementation of environmental standards in administration operations

Second objective should ensure quality and availability of public services, customer-tailored and in line with the expectations of end users, including persons with disabilities. Planned instruments for attaining this objective are the following:

- Improved accessibility of institutions for all citizens
- Improvement of the quality management system
- Standardization of data in public registers and unified delivery of services -
- Streamlining of services
- Introducing of “Single point of services” centers
- Notifying the administration and the public on services
- Measuring customer satisfaction

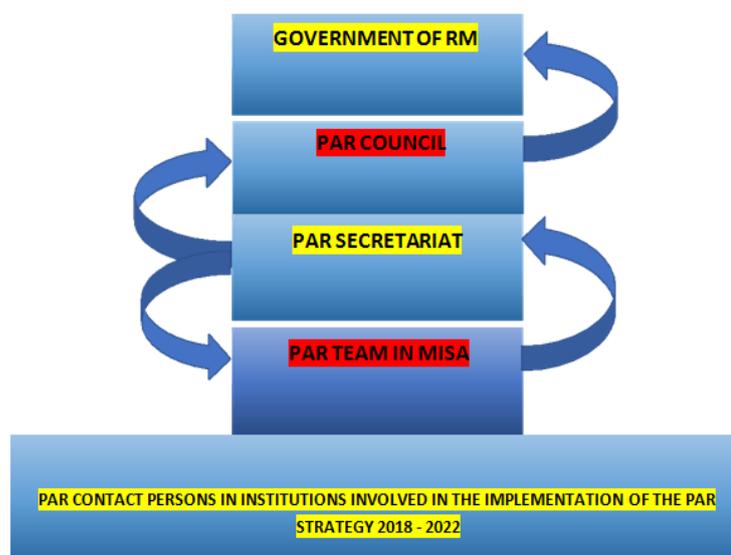
The third objective implies building a functional infrastructure for delivery of e-services to clients, through digitalization of all required components. Measures to be taken for this priority are the following:

- Increasing the number of highly sophisticated e-services available in one place
- Introducing an electronic identity for using e-services
- Digitalizing service registers.

Implementation of the Public administration Reform Strategy 2018 - 2022

In order to successfully coordinate and manage the PAR process, it is of particular importance to establish an appropriate structure with clearly defined roles and responsibilities. According to hierarchy different organs and bodies are involved in this process, beginning with Government, then, Public Administration Reform Council, Public Administration Reform Secretariat, Public Administration Reform Team in the Ministry of information society and administration, and responsible persons for Public Administration Reform in every involved institution on every level – state and local. The structure of institutional relation and relations between different institutions is shown below, in the Figure 2.

Figure 2. Hierarchical Structure of Institutions involved in Public Administration Reform in the Republic of Macedonia



Public Administration Reform Council

A Public Administration Reform Council-PAR Council, is established for the purpose of attaining goals set by the PAR Strategy 2018 - 2022, but primarily for coordination of the overall process at the political level. Due to the complex and horizontal nature of PAR, the political leadership is located with the President of the Government of the Republic of Macedonia who will chair the Public Administration Reform Council.

The Council also includes the Deputy President of the Government appointed for European affairs; the Deputy President of the Government appointed for implementation of the Framework Agreement; the Minister of Information Society and Administration; the Minister of Foreign Affairs; the Minister of Justice; the Minister of Finance; the Minister of Labour and Social Policy; the Minister of Local Self-Government; the Secretary General of the Government; the Secretary of the Secretariat for Legislation; the Director of the Agency for Administration and representative from the Association of Local Self-Government Units. If necessary, the chairman of the Council has right to invite representatives of the civil society or other relevant actors and stakeholders to the sessions. The main role of the PAR Council is to ensure:

- Coordination of the public administration reform process;
- Interconnectivity and alignment of strategic documents (strategies, programs, plans, policies, etc.) in the field of public administration reform;
- Coherent planning of the public administration reform, the budget and the process of Euro-integration of the Republic of Macedonia;
- Monitoring the implementation of the Strategy Action Plan (2018 - 2022) and providing recommendations to the Government of the Republic of Macedonia for taking appropriate measures to reduce the risks in case of non-implementation or difficulties in implementation of planned objectives and measures;
- Prioritization of key steps in the process of public administration reform;
- Reviewing effects of the implemented reform activities in various areas of the public sector affecting the public administration; and
- Directing further public administration reform planning cycles.

The PAR Council in principle holds sessions twice a year: the first session in February/March and the second session in October/November, in order to assess the progress made in the PAR implementation, but also to ensure horizontal connectivity of the priorities and the results of the Strategy, Action plan and other strategic documents relevant for the PAR process within the strategic and budgeting planning cycle.

Public Administration Reform Secretariat

Professional and technical support to the PAR Council is provided by the PAR Secretariat guided by the Minister of Information Society and Administration, and composed of senior administrative officers from the institutions – holders/participants in the activities defined under the PAR Strategy Action Plan.

Ministry of Information Society and Administration

The Ministry of information society and administration is the key institution responsible for managing and monitoring the PAR implementation process in Macedonia. All other institutions involved as holders or participants in the activities are responsible for implementation thereof.

The monitoring of the PAR process includes collection of data on the level of implementation of the activities and identification of possible risks that might arise from unrealized activities or unachieved results, not only by institutions holders of and participants in activities anticipated under the Strategy, but also by civil organizations that conduct activities for monitoring and implementation of the PAR Strategy and process.

The Ministry submits a Report on Implementation of the PAR Strategy Action Plan 2018 - 2022 to the PAR Council every 6 months and to the Government of the Republic of Macedonia once a year. The reports are published on Ministry's and Government's designated websites

IV. CONCLUSION

In accordance with all that is said above, it can be concluded that:

1. A Public Administration Reform in the Republic of Macedonia is process that is under continuous duration, even it was in the previous XX century, when Macedonia was part of Ex Socialist Yugoslavia, although after that, in the beginning of 90's years of previous century when Macedonian gain independency, and is sovereign and separate state. Characteristic of this period, when Macedonia was part of Ex Socialist Yugoslavia, is that in that period, all of the tries of reform of public administration, results in increasing the number of employees in the sector, and there were not gain any results, in contrary crisis in functioning of public sector was very obvious.

2. After proclaimed independency in 1991, Macedonia was faced with existential matters, and no public administration reform was carried out until the First Strategy for Public Administration Reform in 1999. This Strategy was unfortunately only manner of declaration for the authorities before its electorate, and especially before international community, and also must be pointed out that in 2001 in Macedonia there was a huge war conflict and this stopped all the undergoing processes.

3. In 2010 was adopted another Strategy for Public Administration Reform in Macedonia for the period of 2010-2015, but unfortunately also this Strategy stays dead letters on paper, and all this is because of unpreparedness of all factors, to have one comprehensive, and one wider, and deeper reform of the society.

4. Finally, in 2017-2018 The newest Strategy for Public Administration Reform 2018-2022, in Macedonia was adopted. Public administration reform in the wider sense implies reform in the 4 priority areas:

- Policy-making and Coordination;
- Public Service and Human Resource Management;
- Responsibility, Accountability and Transparency; and
- Public Services and information computer technology-ICT Support to Administration.

Related to that, consequently, the PAR Strategy 2018 - 2022 has 4 general goals to achieve such as:

- Effectively, efficiently and inclusively designed policies;
- Expert and professional administration, free from political influence;
- Responsible, accountable and transparent work of the institutions; and
- Delivery of public services in a fast, simple and easily accessible manner.

5. Period that follows will show to all, if this process will go on the right way. Everyone in society must be aware that process of Reform in Public administration is for the benefit of all citizens, and must be performed in longer periods, regardless which political party, and structure is on power on opposition. Reform of public administration is very significant for all sectors in the society, and must have wider support and consensus of all factors. This is beginning of third decade of XXI century and humanity is facing different threats from all aspects, and state, region, continents, and the world as whole must be ready for mutual help and understanding.

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