

# **National Bank of the Republic of North Macedonia**



## **PLAN OF ACTIVITIES OF THE NATIONAL BANK OF THE REPUBLIC OF NORTH MACEDONIA FOR 2021**

Skopje, December 2020



Pursuant to Article 47, paragraph 1, item 9 of the Law on the National Bank of the Republic of Macedonia (Official Gazette of the Republic of Macedonia No. 158/10, 123/12, 43/14, 153/15, 6/16 and 83/18), and Article 54 paragraph 1 indent 3 of the Strategic and Operational Planning Regulation Reg. No. 02-15/I-1/2016 of 28 January 2016 and Reg. No. 02-15/VI-1/2020 of 28 April 2020, the National Bank of the Republic of North Macedonia Council adopted the following

## **Plan of Activities of the National Bank of the Republic of North Macedonia for 2021**

### **GENERAL PROVISIONS**

1. The Plan of Activities of the National Bank of the Republic of North Macedonia for 2021 (hereinafter: the Plan of Activities) includes program activities to achieve the strategic objectives set in the Strategic Plan of the National Bank of the Republic of North Macedonia for 2020 - 2022, SP No. 02-15/VI-1/2019 of 30 May 2019.
2. The Plan of Activities aims to ensure the achievement of the strategic objectives of the National Bank of the Republic of North Macedonia (hereinafter: the National Bank) by optimal targeting of available resources to priority areas, to strengthen all work capacities, to improve the quality of operations, and to ensure monitoring and evaluation of the results and effectiveness of the measures and activities taken.
3. The program activities include implementation of the regular work processes and activities related to the projects that introduce changes in the operations such as increasing efficiency, quality, transparency and reliability, compliance with the new legal requirements, European regulations, international standards and the requirements of the International Monetary Fund.

### **PROGRAM ACTIVITIES**

4. The program activities are directly related to the strategic goals and tasks of the National Bank and are implemented during the year.

The distribution of program activities according to the established strategic goals and responsible departments<sup>1</sup> is performed as follows:

#### **Strategic objective 1 - Maintaining price stability through a stable exchange rate of the denar against the euro.**

The National Bank activities for fulfillment of the objective for maintaining price stability will be further aimed towards continuous improvement of the analytical work and the process of forecasting and modeling. To maintain the monetary balance, the National Bank will continue to use the established monetary policy operational framework for liquidity management.

The most significant activities in this area are the following:

- Preparing macroeconomic forecasts.
- Making analyses of the sustainability of public and external debt, balanced real exchange rate and monetary transmission used when making monetary policy decisions.

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<sup>1</sup> Abbreviations used in the Plan of Activities denote the following: GO - Governor's Office, SPO - Strategy and Prevention Office, IAD- Internal Audit Department, FSBRRD - Financial Stability, Banking Regulations and Resolution Department, OSLD - Off-Site Supervision and Licensing Department, OSSD - On-Site Supervision Department, MPRD - Monetary Policy and Research Department, SD - Statistics Department, FMOD - Financial Market Operations Department, PSD - Payment Systems Department, FACD - Financial, Accounting and Control Department, BD - Banknotes Department, ITD - Information Technology Department, HRD - Human Resources Management Department, LD - Legal Department, PPD - Public Procurement Department, TMSAD - Technical Maintenance, Security and Archive Department, L - Library.

- Conducting surveys.
- Regular conducting of monetary operations and maintaining balance in the foreign exchange market.

**Responsible department: MPRD and FMOD.**

### **Strategic objective 2 - Maintaining stable and reliable banking system as the main prerequisite for financial stability and sustainable economic growth of the country.**

The National Bank will continue to apply consistent and effective banking prudential supervision, which will contribute to maintaining a stable and reliable banking system. The National Bank will continue with the activities for monitoring and harmonization of the regulatory framework with the international standards and the European banking legislation. At the same time, the National Bank will regularly carry out the activities that contribute to the further building of the capacities for development of financial education and further improvement of the financial inclusion of the population. In addition, project activities for improvement of software solutions in this domain are envisaged.

The most significant activities in this area are the following:

- **Project to increase awareness of the importance of new financial technologies.**
- **Finalization of the draft Strategy for Financial Education and Financial Inclusion and commencement with its implementation.**
- Participation and development of the draft regulation in the area of banking operations and bank supervision.
- Regular off-site activities and conducting on-site supervisory controls.
- **Projects for strengthening of the prudence in the off-site monitoring of the situation:**
  - Improving the internal methodology for assessing the process of determining the internal liquidity of banks;
  - Improving the capacity for a “quick” assessment of a bank’s viability/solvency and liquidity;
  - Developing contingency plans.
- Project for preparation of a Circular for fast money transfer service providers and authorized exchange offices in the part of the enforcement of the Law on Anti-Money Laundering and Combating the Financing of Terrorism.
- Improvement of the framework for confirming liquidity support in exceptional circumstances (responsible department LD, in cooperation with OSLD and FMOD).
- **Financial education and organizing events for educating the public (Global Money Week, Workshop/Teacher Training, Financial Literacy Days, World Savings Day).**

**Responsible department: FSBRRD, OSLD, OSSD, and GO in the section concerning the financial education.**

### **Strategic objective 3 - Holding and managing the foreign reserves pursuant to security and liquidity principles and ensuring optimum return.**

In the process of holding and managing the foreign reserves, in order to limit the negative effects of the investment and provision of a return, the investments in euros will be adjusted by optimally balancing the credit and interest exposure. In this area, in addition to regular management of foreign reserves, it is envisaged to introduce a point scale for tactical setting of foreign reserves portfolios and improvement of the framework for determining quantitative limits by countries where investment is allowed.

At the same time, the National Bank will also carry out project activities for improvement of the software tool used when managing the risks with the investment of the foreign reserves.

**Responsible department: FMOD.**

**Strategic objective 4 - Increasing the efficiency of banknotes and coins supply and processing system and increasing the quality and functionality of currency in circulation.**

Related to this strategic objective, the National Bank will work on the improvement of the efficiency of the established cash supply system, and it will carry out the regular activities for ensuring an adequate structural share for the smooth implementation of the cash supply process. At the same time, the National Bank will also carry out control activities for protection of the integrity of the domestic monetary unit and for maintenance of standard quality of currency in circulation, and it will also continue to issue collector coins, making a significant contribution to the promotion of the national, historical, cultural and spiritual values of the Republic of North Macedonia.

**Responsible department: BD.**

**Strategic objective 5 - Safe, efficient payment systems operation, and payment services market development.**

In the next period, intensive activities are ahead for the implementation of the new regulation in the field of payment services and payment systems. At the same time, great attention will be paid to the indirect and direct payment systems oversight for support of the safe and efficient execution of payments and further harmonization with the international standards and requirements in this area. Activities for further improvement of back-office operations in accordance with the ECB operating practices and standards and strengthening the operating procedures and systems relevant for anti-money laundering and combating the financing of terrorism will also continue. In addition, project activities for improvement of software solutions in this domain are envisaged.

The most significant activities in this area are the following:

- **Project for developing a medium-term national strategy for development of the payment system of the Republic of North Macedonia.**  
Responsible department: Vice-Governor and President of the NSP, PSD.
- **Project for preparing bylaws arising from the new Law on Payment Services and Payment Systems.** Responsible department: PSD, in cooperation with OSLD, OSSD, FSBRRD and LD.
- **Establishing application for a single register of accounts in the National Bank.**
- Organization of the 13th Conference on payments and market infrastructure.
- Regular activities for support to MIPS (Macedonian Interbank Payment System) participants and processing of forced payment orders, as well as regular activities for processing and settlement of the transactions of the National Bank and for performing international payment operations on behalf of the government and administrative bodies.
- Drafting reports in the field of payment systems and payment services.
- Overseeing payment systems.

**Responsible department: PSD.**

### **Strategic objective 6 - Support of the domestic financial markets development.**

In this area, the regular activities of the National Bank for participation in the domestic financial markets are envisaged, as well as activities for presentation of the Report on the results of the survey questionnaire for support of the currency derivatives market for commercial banks (activity that is part of the envisaged measures from the Denarization Strategy). At the same time, a project activity for software changes in the publication of financial market data on the National Bank website is envisaged.

**Responsible department: FMOD.**

### **Strategic objective 7 - Promotion and further development of research activity in areas crucial for efficient achievement of the National Bank's objectives.**

The research activity will further contribute to the decision-making process by encompassing and elaborating multiple research issues of relevance to the policies. Moreover, the National Bank provides for research activities aimed at analyzing the consumption of durable goods, investigating the existence of asymmetries in the adjustment of the interest rates on the different types of loans, as well as for assessing the average brand relative to the business cycle, the labor market and the degree of competition in the domestic economy. In addition, the National Bank will undertake activities for producing a work paper for presenting the structure, the calibration and the methods of evaluation of the DSGE model.

In this area, the National Bank will also carry out several analyses of the banking system and the risks in the banks' operations, in order to see their contribution to the maintenance of the financial stability.

**Responsible department: MPRD, FSBRRD.**

### **Strategic objective 8 - Providing quality statistical data consistent with international and European statistical standards, taking into account the reporting burden and their effective, timely and easy dissemination to users.**

In the area of statistics, the activities will be aimed at further improvement of the quality and scope of the current external and monetary statistics in line with the international and European statistical standards. In addition, the National Bank also provides for project activities for improving the software solutions in this domain.

The most significant activities are the following:

- **Conducting a survey on the satisfaction of the reporters and data users.**
- Further improvement of the set of data on direct investments within the external statistics.
- Participation in the SSO's IPA project for international trade in services.
- Adjustment of data sources for external statistics in terms of further liberalization of capital transactions with non-residents and implementation of the EU regulations on payment services and payment systems.
- Unified code list of the NACE (National Classification of Activities) of the institutional units.
- **Introduction of integrated reporting system by the National Bank, banks, savings houses, for statistical and supervisory purposes (ISIDORA)**
- **Activities for establishing a system for managing, storing, processing and handling statistical data, establishing a data warehouse.**

**Responsible department: SD.**

## **Strategic objective 9 - Preparation of the National Bank for joining and membership in the European System of Central Banks.**

The National Bank will continue to contribute to the development and implementation of the regular national reform programs and other strategic documents. In addition, the National Bank will pursue conducting activities for meeting the operational and institutional requirements for membership in the European System of Central Banks.

**Responsible department: GO, Chief Economist and several NBRNM organizational units.**

## **Strategic objective 10 - Further improvement of corporate governance, transparency and social responsibility of the institution.**

### **Area: Governor's Office.**

In order to improve transparency and social responsibility, the National Bank will continue to work on the improvement of the services, quality and scope of data and information available to external users. The most significant activities are the following:

- **Project for improving the availability and understanding of press releases, information, data and analyses of the National Bank.**
- **Project for assessing the level of transparency of the National Bank.**
- **Organization of the Research Conference of the National Bank** (which was delayed in 2020).

### **Area: Finance, accounting and control.**

In this area, the National Bank will carry out the regular activities for accounting record of the transactions related to the performance of its functions and tasks, as well as to the operations, as well as the activities for regular financial reporting and preparation of the financial plans. The most significant activities are the following:

- **Setting up an integrated accounting system.**
- Project for improvement of the internal regulations regarding the selection of an external auditor.

### **Area: Internal audit.**

In this area, the National Bank will perform the regular activities for planning and carrying out the internal audit.

### **Area: Strategic planning, risk management, ensuring business continuity and information security, and data protection, compliance with regulations.**

The National Bank will be committed to the further improvement of the strategic planning process, and it will take measures for strengthening of the operating mechanisms for internal control regarding the risks, ethical and legal compliance, cyber resilience of the information system, protection of personal data, ensuring business continuity. The most significant activities are the following:

- Promoting the ethical compliance of the employees and the members of the Council.
- Strengthening of the operational resilience.
- Establishing a Security Operations Center.
- Strategy for using cloud computing.

### **Area: Human resources management.**

In this area, the National Bank will perform the regular activities for setting appropriate organization and systematization, as well as regular activities for recruiting the necessary

employees, regulation of employment rights and obligations, ensuring an appropriate engagement of employees and professional trainings and development of employees.

**Area: Legal affairs.**

The legal support will be carried through legal assistance when preparing and discussing laws and bylaws, general and individual legal acts, memorandums of cooperation, protocols, agreements and contracts of the National Bank, preparing consistent legal opinions according to the needs of the management, the organizational units and the Council of the National Bank and other activities in this area.

**Area: Public procurements.**

Concerning public procurement, the National Bank will continue to improve the process for planning and implementation of public procurements. This area also provides for a project related to the development of a software solution for monitoring of the public procurement contracts, and receiving, recording and control of the accounting documents.

**Area: Technical maintenance, security and archive.**

During the regular operations, the National Bank will continue to maintain the operating conditions in line with the business requirements, standards and norms established in our country, as well as update and upgrade the security measures and resources. Moreover, significant attention will be paid to the activities for improving the energy network for maintaining the business continuity of the systems in the National Bank, which will influence the reduction of operational risks. The activities for construction of the new facility will continue in the next period, according to the established dynamics for construction, and the National Bank will also carry out a project activity for an analysis of the possibilities for the further optimum management of its immovable and movable property, after the commencement with the use of the new facility.

**Area: Museum, Library and archive.**

The National Bank will continue to develop and promote the museum, library and historical-archival activity in order to further promote the national and social values of the country.

**Strategic objective 11 - Maintaining stable information system and its upgrade in accordance with the existing capacities and international standards.**

In this area, the National Bank will perform the regular activities that will ensure availability, security and integrity of the IT infrastructure and IT services. The most significant activities are the following:

- Customization of the web applications for receipt of the browsers "Chrome" and "Edge".
- Reworking the applications developed in an older programming environment.
- Records for the application utilization.

**Responsible department: ITD.**

5. The Plan of Activities also provides for activities for testing of the business continuity plans of several critical work processes, to enable evaluation of the sustainability of the plans and consideration of difficulties that may arise during implementation. In 2021, business continuity plans will be tested in the following working processes:

*Quarter 2*

1. Preparation and implementation of public procurement procedures.
2. Office operations.
3. Accounting recording of foreign exchange transactions.
4. Accounting recording of transactions with banknotes and coins and other valuables.



5. Accounting recording of monetary instruments and deposit operations in denars.
6. Liquidation of accounting documents for procurement of goods, services and works and payments on other grounds, recording and collection of claims (outgoing invoices) and calculation of VAT liabilities.

#### *Quarter 3*

7. Public communication - receipt of mail.
8. Approving a credit of last resort.
9. Supplying banks and cash centers from the disaster recovery location.
10. Regulation of employment rights and obligations.
11. Protection and rescue in terms of continuity in the operations: evacuation, care and first aid.

#### *Quarter 4*

12. Drafting and control of general and individual legal regulations.
13. Providing legal opinions, advices and trainings.
14. International payment operations on behalf of the government and administrative bodies.
15. Processing and settling transactions related to foreign reserves management and to monetary policy implementation, monitoring and supporting the settlement of transactions on OTC markets.
16. Support to MIPS participants and processing of forced payment orders.
17. Implementation of the monetary policy and auctions of government securities (CB bills auctions).
18. Foreign reserves management.
19. Maintaining the IT infrastructure.

### **CLOSING PROVISIONS**

6. The Plan of Activities will be implemented within one calendar year, from 1 January to 31 December 2021.

Annex 1 - Regular program activities, Annex 2 - Projects from certain areas in the operations of the National Bank, Annex 3 - Organization of events, and Annex 4 - Software development projects, are an integral part of the Plan of Activities.

7. The Plan of Activities shall enter into force on the date of adoption.

**PA. No. 02-15/XVII-1/2020**  
**17 December 2020**  
**Skopje**

**Anita Angelovska Bezhoska, PhD**  
**Governor and Chairperson**  
**of the National Bank of the Republic of**  
**North Macedonia Council**

## Annex 1

| <b>REGULAR ACTIVITIES</b>  |                            |  |
|--|----------------------------|--|
| <b>Ref. No.</b>  | <b>Organizational unit</b> | <b>Name of the program activity</b>  |
| <b>I. Maintaining price stability through a stable exchange rate of the denar against the euro.</b>  |                            |  |
| 1  | MPRD                       | Preparing macroeconomic forecasts  |
| 2  | MPRD                       | Making analyses of the sustainability of public and external debt, balanced real exchange rate and monetary transmission used when making monetary policy decisions                |
| 3  | MPRD                       | Conducting surveys   |
| 4  | MPRD                       | Developing ad hoc analyses at request of the management  |
| 5  | MPRD                       | Producing regular reports  |
| 6  | FMOD                       | Regular conducting of monetary operations and maintaining the balance in the foreign exchange market   |
| <b>II. Maintaining a stable and reliable banking system as the main prerequisite for financial stability and sustainable economic growth of the country.</b>   |                            |  |
| 7  | KG, Chief Economist        | Financial education  |
| 8  | FSBRRD                     | Participation and development of the draft regulation in the area of banking operations and bank supervision   |
| 9  | FSBRRD                     | Improvement of the efficiency of the analyses of the banking system and financial stability as a support to the macro-prudential policies in order to maintain financial stability |
| 10   | OSLD                       | Regular off-site activities  |
| 11   | OSSD                       | Conducting on-site controls  |
| <b>III. Holding and managing the foreign reserves pursuant to security and liquidity principles and ensuring optimum return.</b>   |                            |  |
| 12   | FMOD                       | Foreign reserves management  |
| 13   | FMOD                       | Introducing a scorecard for tactical setting of the portfolios of the foreign reserves   |
| 14   | FMOD                       | Improving the framework for setting quantitative limits by country   |
| <b>IV. Increasing the efficiency of banknotes and coins supplying and processing system and increasing the quality and functionality of currency in circulation.</b>   |                            |  |
| 15   | BD                         | Manufacturing/purchasing banknotes and coins, coin blanks, commemorative coins and collector coins   |
| 16   | BD                         | Supplying banks and cash centers with banknotes and coins  |
| 17   | BD                         | Implementation of cash operations standards and criteria in banks and cash centers   |
| 18   | BD                         | Sale of commemorative coins, collector coins, banknotes and coins for numismatic purposes and blank bills  |
| 19   | BD                         | Activities for the needs of the NBRNM, government institutions and administrative bodies   |
| <b>V. Safe, efficient payment systems operation, and payment services market development.</b>  |                            |  |
| 20   | PSD                        | Preparing information in the field of payment systems and payment services   |
| 21   | PSD                        | Overseeing payment systems   |
| 22   | PSD                        | Processing and settling transactions related to foreign reserves management, monetary policy implementation and transactions on OTC markets  |
| 23   | PSD                        | Performing international payment operations on behalf of the government and government bodies  |
| 24   | PSD                        | Support to MIPS participants and processing of forced payment orders   |
| <b>VI. Supporting the development of domestic financial markets.</b>   |                            |  |
| 25   | FMOD                       | Participating and supporting the domestic financial markets development.   |
| 26   | FMOD                       | Presentation of the Report on the results from the questionnaire for support of the market of currency derivatives for the commercial banks  |
| <b>VII. Promotion and further development of research activity in areas crucial for efficient achievement of the National Bank's objectives.</b>   |                            |  |
| 27   | MPRD, FSBRRD               | Producing work papers (analytical papers)  |
| <b>VIII. Providing quality statistical data, fully consistent with international and European statistical standards, taking into account the reporting burden and their effective, timely and easy dissemination to users.</b> |                            |  |
| 28   | SD                         | Compilation of monetary statistics   |
| 29   | SD                         | Compilation of external statistics   |
| 30   | SD                         | Compilation of securities statistics   |
| 31   | SD                         | Compilation of financial accounts statistics   |
| 32   | SD                         | Unified distribution by sectors of the institutional units within the STD  |
| 33   | SD                         | Reporting obligations arising from membership in international organizations   |
| <b>IX. Preparation of the National Bank for joining and membership in the European System of Central Banks.</b>  |                            |  |
| 34   | GO                         | Activities related to the process of accession of the NBRNM to the European System of Central Banks  |
| <b>X. Further improvement of corporate governance, transparency and social responsibility of the institution.</b>  |                            |  |

|  |        |  |
|--|--------|--|
| 35   | GO     | Relations with international institutions  |
| 36   | GO     | Protocol   |
| 37   | GO     | Public relations   |
| 38   | GO     | Publications   |
| 39   | SPO    | Improvement of the compliance at the level of the National Bank  |
| 40   | SPO    | Strategic planning   |
| 41   | SPO    | Operating risk management in the National Bank   |
| 42   | SPO    | Business continuity  |
| 43   | SPO    | Ensuring information security and data protection  |
| 44   | IAD    | Planning and preparation of annual and three-year audit work program   |
| 45   | IAD    | Auditing   |
| 46   | FACD   | Accounting recording of the transactions related to the performance of the functions and tasks of the National Bank, as well as to the operations. |
| 47   | FACD   | Accounting policies and financial reporting  |
| 48   | FACD   | Planning and control   |
| 49   | LD     | Drafting and control of general and individual legal regulations   |
| 50   | LD     | Drafting legal documents, lawsuits, responses to appeals and extraordinary legal remedies  |
| 51   | LD     | Regulation of the property-legal affairs of the National Bank and records for the real estate  |
| 52   | LD     | Preparation of the National Bank Council sessions  |
| 53   | LD     | Providing legal opinions, advices and trainings  |
| 54   | HRD    | Providing and recruiting employees   |
| 55   | HRD    | Setting appropriate organization and systematization   |
| 56   | HRD    | Regulation of employment rights and obligations  |
| 57   | HRD    | Ensuring employee engagement   |
| 58   | HRD    | Professional trainings and development of employees  |
| 59   | PPD    | Planning of public procurement needs, analysis and monitoring of the implementation and amendment of the Annual Public Procurement Plan            |
| 60   | PPD    | Preparation and implementation of public procurement procedures  |
| 61   | PPD    | Monitoring of public procurement contracts, and receipt, recording and control of invoices and other accounting documents                          |
| 62   | TMSAD  | Maintenance of facilities  |
| 63   | TMSAD  | Providing transport services   |
| 64   | TMSAD  | Physical and technical security and firefighting   |
| 65   | TMSAD  | Office operations  |
| 66   | TMSAD  | Archive operations   |
| 67   | L      | Purchase and maintenance of the library of the National Bank   |
| 68   | L      | Informing employees of the National Bank   |
| 69   | L      | Digitization of archival material of historical significance   |
| 70   | Museum | Management of museum collection  |
| 71   | Museum | Museum education   |
| 72   | Museum | Numismatic research  |
| <b>XI. Maintaining stable information system and its upgrade in accordance with the existing capacities and international standards.</b> |        |  |
| 73   | ITD    | Maintaining the IT infrastructure  |
| 74   | ITD    | IT asset management  |
| 75   | ITD    | Backup and archiving   |
| 76   | ITD    | Providing IT services  |
| 77   | ITD    | IT incident management   |
| 78   | ITD    | Business continuity testing activities in the NBRNM  |
| 79   | ITD    | Making changes to the system   |
| 80   | ITD    | Establishing IT services, monitoring the fulfillment of service levels and continuous improvement  |
| 81   | ITD    | Managing user accounts and controlling access to the system  |
| 82   | ITD    | Upgrading servers and workstations   |

## Annex 2

| PROJECTS   |  |   |
|--|--|---|
| Ref. No.   | Organizational unit                                  | Name of the program activity  |
| <b>I. Maintaining price stability through a stable exchange rate of the denar against the euro.</b>  |  |   |
| 1  | FMOD   | Analysis of the effects of the legal changes in the area of the trading in the financial instruments on the operations of the department  |
| 2  | FMOD   | Improvement of the process of projecting the foreign exchange market interventions  |
| 3  | FMOD   | Harmonization of the regulation on the monetary instruments in the part of the participants in the individual monetary instruments  |
| <b>II. Maintaining a stable and reliable banking system as the main prerequisite for financial stability and sustainable economic growth of the country.</b>   |  |   |
| 4  | Advisor to the Governor, OSLD                        | Raising the awareness of the importance of the new financial technologies   |
| 5  | Chief Economist, Advisor to the Governor, GO, FSBRRD | Finalization of the draft Strategy for Financial Education and Financial Inclusion and commencement with its implementation   |
| 6  | OSLD   | Improving the internal methodology for assessing the process of determining the internal liquidity of banks   |
| 7  | OSLD   | Improving the capacity for a "rapid" assessment of the sustainability/solvency and liquidity of a bank  |
| 8  | OSLD   | Developing contingency plans  |
| 9  | OSLD   | Improving the internal methodology for imposing corrective measures to banks  |
| 10   | LD, in cooperation with OSLD and FMOD                | Improving the framework for confirming liquidity support in exceptional circumstances   |
| 11   | OSSD   | Preparation of a Circular for fast money transfer service providers and authorized exchange offices in the part of the enforcement of the Law on AML/CFT.   |
| <b>V. Safe, efficient functioning of the payment systems, and development of the payment services market.</b>  |  |   |
| 12   | Vice Governor and President of the NSP, PSD          | Medium-term national strategy for development of the payment system of the Republic of North Macedonia  |
| 13   | PSD, in cooperation with OSLD, OSSD, FSBRRD, LD      | Preparation of bylaws arising from the Law on Payment Services and Payment Systems  |
| 14   | PSD  | Completing documentation and specification for the needs of the enforcement of the ISO 20022 standard and the new MX format of messages   |
| <b>VIII. Providing quality statistical data, fully consistent with international and European statistical standards, taking into account the reporting burden and their effective, timely and easy dissemination to users.</b> |  |   |
| 15   | SD   | Further improvement of the set of data on direct investments within the external statistics   |
| 16   | SD   | Participation in the SSO's IPA project for international trade in services  |
| 17   | SD   | Adjustment of data sources for external statistics in terms of further liberalization of capital transactions with non-residents and implementation of the EU regulations on payment services and payment systems |
| 18   | SD   | Conducting a survey for the satisfaction of the reporters and data users  |
| 19   | SD   | Unified code list of the NACE (National Classification of Activities) of the institutional units  |
| 20   | FACD   | Activities for defining the requirements for the preparation of the NBRNM's accounting system for statistical reporting purposes related to the NBRNM's ISIDORA project   |
| <b>X. Further improvement of corporate governance, transparency and social responsibility of the institution.</b>  |  |   |
| 21   | GO   | Improving the availability and understanding of press releases, information, data and analyses of the National Bank   |
| 22   | GO, other OU   | Assessment of the level of transparency of the National Bank  |
| 23   | SPO  | Strengthening of the operational resilience   |
| 24   | SPO, ITD   | Establishing a Security Operations Center   |
| 25   | SPO, ITD   | for using cloud computing   |
| 26   | SPO  | Promoting the ethical compliance of the employees and the members of the Council  |
| 27   | FACD   | Developing a Policy to select a company that will carry out an external audit.  |
| 28   | TMSAD  | Improving the Maintenance of facilities - Improving the energy network  |

|    |                        |  |
|----|------------------------|--|
| 29 | TMSAD, LD, PPD,<br>ITD | Analysis of the possibilities for the further optimum management of the immovable and movable property of the National Bank, after the commencement with the use of the new facility |
| 30 | Museum                 | Museum exhibition in a new facility  |

### Annex 3

| PROJECTS FOR ORGANIZING EVENTS   |                     |   |
|--|---------------------|---|
| Ref. No.   | Organizational unit | Name of the program activity  |
| <b>II. Maintaining a stable and reliable banking system as the main prerequisite for financial stability and sustainable economic growth of the country.</b> |                     |   |
| 1  | GO, Chief Economist | "Global Money Week"   |
| 2  | GO, Chief Economist | Workshop/Teacher Training   |
| 3  | GO, Chief Economist | Financial Literacy Days   |
| 4  | GO, Chief Economist | World Savings Day   |
| <b>V. Safe, efficient functioning of the payment systems, and development of the payment services market.</b>  |                     |   |
| 5  | PSD                 | Organization of the 13th Conference on payments and market infrastructure |
| <b>X. Further improvement of corporate governance, transparency and social responsibility of the institution.</b>  |                     |   |
| 6  | GO                  | Workshops and briefing  |
| 7  | GO, PPD, TMSAD      | Organizing the annual research conference                                 |

## Annex 4

| SOFTWARE DEVELOPMENT PROJECTS  |                     |   |
|--|---------------------|---|
| Ref. No.   | Organizational unit | Name of the program activity  |
| <b>I. Maintaining price stability through a stable exchange rate of the denar against the euro.</b>  |                     |   |
| 1  | FMOD                | Automation of the process Reserve requirement in euros  |
| 2  | FMOD                | Completion of activities for commencement with the implementation of a new electronic system for the auctions of CB bills                                   |
| <b>II. Maintaining a stable and reliable banking system as the main prerequisite for financial stability and sustainable economic growth of the country.</b>   |                     |   |
| 3  | FSBRRD              | Changes in the reports on monitoring the credit risk sources  |
| 4  | FSBRRD              | Improvement of the Credit Registry for the monitoring of the credit risk exposure and for the ISIDORA project   |
| 5  | FSBRRD              | Compilation of reports on the credit portfolio, showing all banks   |
| 6  | FSBRRD              | Reports according to the new Decision on liquidity risk   |
| 7  | FSBRRD              | Electronic surveys  |
| 8  | OSLD                | Establishment of a register of payment institutions   |
| 9  | OSLD                | Introduction of an electronic report for natural persons from the Credit Registry   |
| 10   | OSLD                | Business Model Reports (BMA)  |
| 11   | OSSD                | Improving the existing functionalities and reporting forms of ATK   |
| <b>III. Keeping and managing the foreign reserves in accordance with the principles of safety and liquidity and providing an optimum return.</b>   |                     |   |
| 12   | FMOD                | Risk management   |
| <b>IV. Increasing the efficiency of banknotes and coins supplying and processing system and increasing the quality and functionality of currency in circulation.</b>   |                     |   |
| 13   | BD                  | Upgrading of the application for expertise of counterfeits, in the module for replacement of damaged money  |
| <b>V. Safe, efficient functioning of the payment systems, and development of the payment services market.</b>  |                     |   |
| 14   | PSD                 | Improvement of the payment statistics application   |
| 15   | PSD                 | Improvement of the application for anti-money laundering (AML)  |
| 16   | PSD                 | Establishing a single register of accounts in the National Bank   |
| 17   | PSD                 | Reworking the applications eOperator and MIPS-transactions  |
| 18   | PSD                 | Reworking the application Tariffs and transactions  |
| 19   | PSD                 | Reworking several applications for the needs of payment systems, in a newer computer language   |
| <b>VI. Supporting the development of domestic financial markets.</b>   |                     |   |
| 20   | FMOD                | Reworking due to technical adjustment of the contents published on the public web site, in the part of financial markets and monetary policy implementation |
| <b>VIII. Providing quality statistical data, fully consistent with international and European statistical standards, taking into account the reporting burden and their effective, timely and easy dissemination to users.</b> |                     |   |
| 21   | SD                  | Introduction of integrated reporting system by the National Bank, banks, savings houses, for statistical and supervisory purposes (ISIDORA).                |
| 22   | SD                  | Activities for establishing a system for managing, storing, processing and handling statistical data, establishing a data warehouse.                        |
| 23   | SD                  | Improving the internal reports in external statistics   |
| 24   | SD                  | Creating a system for receiving the foreign trade data from the new system of the Customs Office of the Republic of North Macedonia                         |
| 25   | SD                  | Streamlining of the process of collecting international credit operations data by introducing electronic reporting on the turnover from credit operations   |
| 26   | SD                  | Methodological improvements for harmonization with the international standards by adjusting data sources for external statistics                            |
| 27   | SD                  | Streamlining of the process of collecting foreign investments data by introducing electronic reporting  |
| 28   | SD                  | Project for developing application for securities statistics compilation  |

| <b>X. Further improvement of corporate governance, transparency and social responsibility of the institution.</b>                        |       |   |
|--|-------|---|
| 29   | SPO   | Application for improvement of the efficiency of the SIS function   |
| 30   | IAD   | ARS application   |
| 31   | FACD  | Integrated accounting system  |
| 32   | FACD  | Upgrading of the planning application   |
| 33   | FACD  | Application for electronic confirmation of invoices and other documents for payments                                      |
| 34   | HRD   | HRM software development ( <i>external supplier</i> )   |
| 35   | PPD   | Monitoring of public procurement contracts, and receipt, recording and control of invoices and other accounting documents |
| 36   | TMSAD | Office and archive operations ( <i>external supplier</i> )  |
| <b>XI. Maintaining stable information system and its upgrade in accordance with the existing capacities and international standards.</b> |       |   |
| 37   | ITD   | Migration of the new database systems   |
| 38   | ITD   | Customization of all web applications for work with the "Chrome" and "Edge" browsers                                      |
| 39   | ITD   | Reworking the applications developed in "MS Access"   |
| 40   | ITD   | Records for the application utilization   |