

REPUBLIC OF NORTH MACEDONIA

MINISTRY OF JUSTICE

BUREAU FOR ASSESSMENT



STRATEGIC PLAN OF THE BUREAU FOR ASSESSMENT

2026-2028

August, 2025

Skopje

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА  
REPUBLIKA E MAQEDONISË SË VERIUT  
МИНИСТЕРСТВО ЗА ПРАВДА / MINISTRIA E DREJTËSISË  
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<sup>1</sup>BUREAU FOR ASSESSMENT – hereinafter the acronym BA (BP) will be used



## 1.1. INTRODUCTION

The Strategic Plan of the BA for the period 2026–2028 is a written document which sets out the main characteristics of the BA, such as its mission, vision, tasks and obligations, specific features, organizational structure, strategic goals, and priorities of the BP. The matrix section defines the programme, sub-programmes and activities of BA and the necessary resources and financial resources for their implementation. A review of the results achieved in 2024 and the expected results in 2025 is also made. Strategic planning as a set of selection of activities is an organized process of collective changes, which include goals, resources, selection criteria, structures that constitute the purpose of this process. The Strategic Plan as a basic instrument reflects the priorities, goals and tasks of the BA, coordinated with the priority objectives of the Ministry of Justice, which are in line with the strategic priorities of the Government of the Republic of North Macedonia, for a period of three years.

The Strategic Plan of the BA (2026-2028) represents a continuous continuation of reform processes in the areas for which the BA is responsible.

## 1.2. SITUATION ANALYSIS

The Strategic Plan of the BA for the period 2026-2028 has been developed based on an analysed database of software applications available to BA, such as: the number of submitted requests for expertise and assessment, the requested areas of expertise and assessment, the number of completed cases, the number of cases completed on time, returned unresolved cases, the available licensed experts and valuers, complaints/petitions/penalties concerning experts and valuers, etc.

For a realistic, objective, and comprehensive understanding of the overall position of the Bureau for Assessment, the widely known SWOT tool was used, as presented in the table below:

<p style="text-align: center;"><b>STRENGTHS (STRONG POINTS)</b></p> <ul style="list-style-type: none"> <li>-Availability of professional and administrative staff for carrying out tasks in the field of assessments and expert evaluations;</li> <li>- Dedication of employees and external collaborators to the qualitative and timely completion of work tasks and obligations;</li> <li>-A solid IT and software foundation for producing high-quality and accurate assessments and expert evaluations;</li> <li>-An established and functional system for preparing assessments.</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES (WEAK POINTS)</b></p> <ul style="list-style-type: none"> <li>-Lack of human resources in certain sectors;</li> <li>Insufficient financial motivation among the licensed professional staff for carrying out tasks in the field of assessments and expert evaluations;</li> <li>-Insufficient utilization of the Bureau for Assessment for the needs of state authorities.</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>-Strengthening the role of BA as the only body of the state administration that performs professional work in the field of assessment;</li> <li>-Staffing with professional personnel for carrying out assessments in various fields;</li> <li>-Upgrading knowledge and professional development in accordance with national legislation and with European and International Valuation Standards.</li> </ul>	<p style="text-align: center;"><b>THREATS (RISKS)</b></p> <ul style="list-style-type: none"> <li>-Insufficient understanding of the role of BA;</li> <li>-Increased outflow of human resources from BA;</li> <li>-Insufficient availability of external collaborators engaged by the Bureau for Assessment as professional personnel in various fields;</li> <li>-Inability to respond on time to an increased number of assessment requests given the currently available staff.</li> </ul>



### 1.3. MISSION OF THE BUREAU FOR ASSESSMENT

BA, as a state administration body, has the primary task of responding to requests for assessment and expertise in a quality, professional and timely manner.

### 1.4. VISION

High quality and expertise in the services provided and, the creation of an efficient, professional, and objective system in the field of assessments and expert evaluations.

### 1.5. TASKS AND OBLIGATIONS OF THE BUREAU FOR ASSESSMENT

The Bureau for Assessment (BA) is a state administrative body within the Ministry of Justice, with the status of a legal entity. The BA performs expert work in the field of assessment in accordance with the provisions of the Law on Assessment, applying the prescribed methodologies under national legislation and in compliance with European and International Valuation Standards. Expertise procedures initiated until the date of entry into force of the Law on Expertise (Official Gazette of the Republic of North Macedonia No. 154 of 20.07.2023) will be completed in accordance with the provisions of the Law on Expertise ("Official Gazette of the Republic of Macedonia" No. 115/10, 12/14, 43/14, 104/15, 148/15, 192/15 and 64/18), by the BA.

The most common areas for which expertise is performed by the BA are the following: economic and material and financial, engineering (construction and architecture, traffic, mechanical, electro-technical), agronomic, geodetic, agricultural, veterinary and food, medical, IT and other areas.

The most common assessments carried out by the Bureau for Assessment are assessments of: The value of enterprises and the capital (share capital) of commercial companies; movable property (vehicles, machinery, and equipment); immovable property (industrial and construction facilities, agricultural land, forests) etc. Some of these assessments are used in court proceedings and procedures of the courts in the Republic of North Macedonia, while the remaining assessments most often relate to: Construction of new road sections and rehabilitation of parts of existing ones;

Expansion of road and railway sections; Expropriation of state-owned land; Valuation of property of large industrial facilities for sale or lease; Assessment of damages caused by natural disasters, etc.

#### 1.5.1. BASIC PRINCIPLES IN BA'S OPERATIONS

- Professionalism

Commitment to continuously monitoring developments in the field of assessments and expert evaluations, applying the latest and most advanced techniques and tools, with ongoing upgrading and improvement of the skills and competencies that professional personnel are expected to possess;

- Objectivity

Commitment of professional personnel to remain objective when performing assigned tasks, to act honestly, free from conflicts of interest, and to provide opinions based solely on evidence that has been obtained and prepared in accordance with international standards;

- Competence

Striving to possess knowledge, experience, objectivity and authority when preparing an assessment, finding and opinion that must be independent, realistic and in accordance with the highest scientific achievements;

- Teamwork

Striving for continuous practice of collegial, comprehensive, constructive and creative cooperation of professionals with consistent respect for the individual, strengthening the sense of responsibility, conscientiousness and professionalism which are a condition for achieving the mission, vision and strategic goals of the BA;

- Transparency

Striving to continuously ensuring transparency in operations;

- Integrity



In order to maintain trust for the expertise and professionalism in preparing the assessments, findings and opinions, the conduct of the experts should be beyond any doubt and reproach. Integrity requires professionals to pay attention to both the form and purpose of the BA, as well as to ethical standards in order to satisfy the needs of the public and private sectors in R.N.M.

#### 1.6. SPECIFICITY OF THE BUREAU FOR ASSESSMENT (BA)

The Bureau for Assessment (BA) is the sole state administration body performing work in the field of assessments and expert evaluations. For more than four decades, the BA has been an important component of the judicial system of the country, carrying out professional work in the field of expert reports and second expert report for the needs of the courts and public prosecutors in the Republic of North Macedonia, for the needs of state authorities, public enterprises, state-owned commercial companies, individuals and legal entities, as well as for other subjects requiring expert evaluation. With the amendments to the Law on Expertise (Official Gazette of the Republic of North Macedonia No. 154 of 20.07.2023), the Bureau for Judicial Expertise continues to operate as the Bureau for Assessment

#### 1.7. STRUCTURE OF THE BUREAU FOR ASSESSMENT (BA)

The BA, in accordance with the Rulebook on Internal Organization No. 01-30/1 dated 17.01.2024 and Rulebook on the Classification of Job Positions of the Bureau for Assessment No. 01-30/2 dated 17.01.2024, is organized into:

- three sectors with a total of 6 departments:
  1. Sector for economic expertise and assessments with two departments.
  2. Sector for engineering expertise and assessments, with two departments.
  3. Sector for legal, general and joint affairs with two departments.
- and two independent departments:
  1. Human Resources Management Department and
  2. Financial Affairs Department.

## 1.8. PRIORITIES AND OBJECTIVES OF BUREAU FOR ASSESSMENT (BA)

BA's strategic priority:

- High-quality, professional, and timely prepared assessments and expert evaluations.

BA's strategic goals:

- Improving the quality and professionalism in preparing assessments and expert reports and
- Increasing the effectiveness and efficiency of the institution's operations.

BA's strategic goals that correlate with the Ministry of Justice:

- Rule of law through full implementation of laws

When determining its strategic priorities and goals, BA primarily took into account the identified strategic priorities of the Government of the Republic of North Macedonia in the Decision on Determining Strategic Priorities for 2025.



## 1.9. A REVIEW OF BUREAU FOR ASSESSMENT (BA)'S ACHIEVEMENTS IN 2024

Regarding BA's achieved results for 2024, we highlight:

- A total of 588 cases were received (expertise evaluations, additional expert evaluations, second expert reports and assessments), and 642 cases were completed (current and from the stock of previous years).
- Professionally prepared expert report and second expert reports, with a total of 230 cases received and 419 completed, including complex cases in the field of organized crime, cases of traffic accidents with serious consequences, cases in criminal and civil proceedings with extensive construction, financial and material expert reports and expert report from other specific areas.
- Quality assessments were made, with a total of 358 cases received and 223 completed, and within one case there are numerous assessments.

The most common requesters of such assessments are the following institutions:

- Ministries,
- Directorate for Technological Industrial Development Zones,
- Public Enterprise for State Roads,
- National Energy Resources,
- Agency for the Management of Seized Property,
- Joint-Stock Company for the Construction and Management of Residential and Commercial Premises of national importance,
- Water Management Administration
- Public health institutions, etc.

The most significant assessments that were realized in 2024 are the following assessments:

- Assessments regarding the expropriation procedure for the construction of the A2 highway section Kichevo-Ohrid,
- Assessment of Decommissioned Machinery and Equipment
- Assessment of Movable Property,
- Real Estate Assessment,

- Assessments of Confiscated Property and Equipment, etc.
- Part of the expropriation team led by the Ministry of Finance, for the construction of Corridor 8 and Corridor 10 in the Republic of North Macedonia.
- Continuous professional education aimed at improving the expertise of experts and valuers in preparing expert report and assessments.

Performance indicator: Number of completed cases.

#### 1.10. REVIEW OF BA'S ACHIEVED AND EXPECTED RESULTS IN THE CURRENT FIRST HALF OF 2025

- As of July 2025, a total of 413 cases (expert reports, additional expert reports, second expert reports and assessments) were received, and 294 cases were completed.
- Professionally prepared expert reports and second expert reports, with 72 cases completed, including complex cases in the field of organized crime, cases of traffic accidents with serious consequences, cases in criminal and civil proceedings with extensive construction, financial and material expert reports and expert opinions in other specific areas.
- Professionally prepared assessments, with a total of 351 cases received and 222 completed, and within one case there are numerous assessments. The most common requesters of such assessments are the following institutions:
  - Ministries,
  - Public Enterprise for State Roads,
  - Public Enterprise for Railway Infrastructure Macedonian Railways,
  - Agency for the Management of Seized Property,
  - Joint-Stock Company for the Construction and Management of Residential and Commercial Premises of national importance,
  - Public health institutions, etc.

The most significant assessments that have been realized in the current first half of 2025 are the following assessments:



- Assessments related to the Corridor 8 project (Tetovo – Gostivar – Bukojchani section and Trebenishta – Struga – Kjafasan highway project) and the Corridor 10D project (Prilep – Bitola highway section),
  - Assessment of Decommissioned Machinery and Equipment,
  - Assessment of Movable Property,
  - Real Estate Assessment,
  - Assessments of Confiscated Property and Equipment, etc.
- The Bureau is part of the expropriation team led by the Ministry of Finance, for the construction of Corridor 8 and Corridor 10 in the Republic of North Macedonia.
  - Continuous professional education implemented with the aim of improving the expertise of experts and valuers in preparing expert opinions and assessments.

## 1.11 PROGRAMMES

The BA's strategic plan for the period 2026-2028 contains one strategic programme: EXPERT WORKS IN THE FIELD OF ASSESSMENTS AND EXPERTISE and it is developed at the level of three sub-programmes.

### 2. BA STRATEGY IMPLEMENTATION PLAN FOR THE PERIOD 2026-2028 PROGRAMME AND SUB-PROGRAMMES

#### 2.1. PROGRAMME IMPLEMENTATION PLAN "EXPERT WORKS IN THE FIELD OF ASSESSMENTS AND EXPERTISE"

##### 1. STRATEGY IMPLEMENTATION PLAN FOR THE PERIOD 2026-2028 (PROGRAMME) AND SUB-PROGRAMMES)

###### Justification and design of the Programme

**Explanation:** The programme "PROFESSIONAL WORKS IN THE FIELD OF ASSESSMENTS AND EXPERTISE" arises from:

1. The identified strategic priorities of the Government of the Republic of North Macedonia in the Decision amending the Decision on Determining the Strategic Priorities of the Government of the Republic of North Macedonia for 2025-2029:
  - restoring trust in institutions, strengthening security, effective fight against corruption and crime, independence of the judiciary and ensuring the rule of law, and
  - professional and efficient public administration, development of the digital economy, ICT sector, artificial intelligence, innovation and start-up ecosystem.
2. Objectives arising pursuant to this Decision, and applicable to the BA as a body within the Ministry of Justice, are:
  - elimination of corruption and crime, and ensuring the rule of law; and
  - a professional, competent, and depoliticized administration.



2. NPAA (identify exactly the EP priority, Chapter, Sector and Theme of the NPAA)

Chapter: 3.23. Judiciary and fundamental rights

Part: 3.23-1 Judiciary

3. BA's strategic priorities and goals:

- High-quality, professional, and timely prepared assessments and expert evaluations.
  - Improving the quality and professionalism in preparing assessments and expert reports and
  - Increasing the effectiveness and efficiency of the institution's operations.

3.1. Strategic priorities and goals of BA that are correlated with the Ministry of Justice:

- Rule of law through full implementation of laws

1. Programme Name:

Professional work in the field of assessments and expert opinions

Objective of the Programme:

- Improving the quality and professionalism in preparing expert opinions and assessments,
- Greater contribution to the timely execution of court judgments in civil and criminal proceedings,
- Strengthening the independence, increasing the efficiency and professionalism of the judiciary,
- Uncompromising fight against corruption and crime and efficient implementation of the law.

Programme success indicators:

- Increased trust in the public and private sectors as a result of an increased number of assessment requests submitted,
- Faster execution of court judgments in civil and criminal proceedings as a result of timely completion of expert examination cases,
- Reducing corruption and crime through efficient resolution of organized crime cases,
- Efficient functioning of the Public Prosecutor's Office and the judicial system (linked to indicators of success of the Ministry of Justice Programme).

The programme is: (note the type of Programme)

horizontal

✓

vertical

#### Programme Implementation Plan:

##### Sub-programme 1:

- Strengthening administrative capacity

##### Performance indicator:

- Number of completed assessments;
- Number of expert findings and opinions prepared;
- Shorter time period required to respond to a request for assessment and expertise



<p><b>Sub-programme 2:</b></p> <ul style="list-style-type: none"> <li>Continuing professional education</li> </ul>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>-Improving the quality and professionalism in preparing assessments and expert opinions;</li> <li>-Strengthening independence and impartiality in performing work in the field of assessments and expert opinions;</li> <li>-Greater expertise and confidence in preparing cases;</li> <li>-Reduced number of requests for additional findings, statements and adjustments to the prepared expert findings and opinions;</li> <li>-Successfully resolved organized crime cases;</li> </ul>
<p><b>Sub-programme 3:</b></p> <ul style="list-style-type: none"> <li>Upgrading information technologies and equipment</li> </ul>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>-Improving the quality of the prepared assessments and expert opinions and the level of precision and reliability thereof, as a result of the application of the latest information and technological achievements in individual areas;</li> <li>-Increasing the efficiency and professionalism of preparing expert opinions and assessments through the implementation of new methods, tools and equipment;</li> <li>-Reducing the time required to fulfil the obligations arising from the preparation of expert opinions and assessments and making a greater contribution to the timely execution of court judgments in civil and criminal proceedings;</li> <li>-Strengthening the independence, increasing the efficiency and professionalism of the judiciary and the public prosecution;</li> </ul>

-Uncompromising fight against corruption and crime and efficient implementation of the law.



## B Programme 1: Implementation Plan

### Sub-programme 1: Implementation plan

Activity	Responsible	Consulted	Time frame		Required resources	
			Beginning (month/year)	End (month/year)	Human	Financial MKD
1. Submitting a request for approval of funds for promotions and new employment	BA	MF	1/2026	12/2026	BA employees	2,275,470 (Requested amount in Budget Programme 2- Forensic Expertise)
2. Implementing a procedure for promotions and new employments	BA	AA/MA	1/2026	12/2026	BA employees	50,000 (Requested amount in Budget Programme 2- Forensic Expertise)
Total activities in 2026:2						
Total activities in 2027:0						
Total activities in 2028:0						



Total for the result 1: 2						2,325,470
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### Sub-programme 2: Implementation Plan

Activity	Responsible	Consulted	Time frame		Required resources	
			Beginning (month/year)	End (month/year)	Human	Financial [MKD]
1. Continuous attendance at trainings and seminars in order to monitor current changes in legal regulations and application of the law	BA		1/2026	12/2028	BA employees	600,000 (Requested amount in Budget Programme 2- Forensic Expertise)
Total activities in 2026:1						
Total activities in 2027:1						
Total activities in 2028:1						
Total for the result 2: 3						600,000



### Sub-programme 3: Implementation Plan

Activity	Responsible	Consulted	Time frame		Required resources	
			Beginning (month/year)	End (month/year)	Human	Financial [MKD]
1. Preparing a public procurement plan that would foresee procurement of software applications and conceptual solutions and equipment, as well as maintenance of existing ones.	BA	PPB (Public Procurement Bureau)	1/2026	12/2028	BA employees	/
2. Procurement of software applications and other equipment aimed at implementing the most modern methods in efficient resolution and preparation of expert opinions and assessments.	BA	MF	1/2026	12/2028	BA employees	543,000 (Requested amount in Budget Programme 2- Forensic Expertise)
Total activities in 2026:2						
Total activities in 2027:2						
Total activities in 2028:2						

Total for the result 3: 6						543,000
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### 3. Impacts on human resources

PROGRAMME	Summary of the need for new employment	Summary of the need for employee redeployment	Summary of training needs
Professional work in the field of assessments and expert opinions	Due to vacant positions, 5 new hires are planned in 2026.	Due to greater motivation of the professional staff, 2 promotions are planned in 2026.	<ul style="list-style-type: none"> <li>-Continuous training on changes in legal regulations in all areas of expertise and assessment in the domain of BA</li> <li>-Training in the field of software applications</li> <li>-Training on the use of new and modern machines, equipment and tools in the process of expertise and assessment</li> </ul>



#### 4. Principles of adequate and equitable representation

2026	2027	2028
<p>expected impact</p> <p>Based on the constitutional principle of adequate and fair representation of communities that are not in the majority in the Republic of North Macedonia, BA, when implementing employment procedures, pays attention to the principle of adequate and fair representation of all communities. In 2026?, BA will continue to respect the constitutional principle of adequate and fair representation of communities that are not in the majority in the Republic of North Macedonia in its employment procedures.</p>	<p>expected impact</p> <p>In 2027, the BA will continue to respect the principle of adequate and fair representation of all communities in the Republic of North Macedonia in its employment procedures.</p>	<p>expected impact</p> <p>In 2028 the BA will continue to respect the principle of adequate and fair representation of all communities in the Republic of North Macedonia in its employment procedures.</p>

## 5. Principle of equal opportunities for women and men

<p>2026</p> <p>expected impact</p>	<p>2027</p> <p>expected impact</p>	<p>2028</p> <p>expected impact</p>
<p>Achieving gender equality will make a key contribution to progress towards all BA goals. Women must have equal opportunities with men for employment, leadership and decision-making at all levels. BA pays attention to the principle of equal opportunities for women and men. In 2026, BA will continue to respect the principle of equal opportunities for women and men, i.e., they should have equal status and equal treatment in the exercise of all rights.</p>	<p>In 2027, BA will continue to respect the principle of equal opportunities for women and men, i.e., they should have equal status and equal treatment in the exercise of all rights.</p>	<p>In 2028, the BA will continue to respect the principle of equal opportunities for women and men, i.e., they should have equal status and equal treatment in the exercise of all rights.</p>



## 6. Developing common functions

2026 planned measures	2027 planned measures	2028 planned measures
<b>Strategic planning and preparation of the BA Budget</b>		
<p>According to the Rulebook on Internal Organization of the BA, in the Legal, General and Joint Affairs Sector, has a systematized job position of senior associate for strategic planning, and the person responsible for preparing the strategic plan is the Head of the Department for Coordination (Support) of the Director's Activities.</p> <p>According to the internal organization of BA and the internal work procedures, the Financial Affairs Department is responsible for preparing the budget of the BA. The responsible persons in the Department coordinate the preparation of the budget, in accordance with the measures and activities envisaged in the Strategic Plan, which serve to achieve the strategic priorities and objectives of the BA in correlation with the policies of the Government of the Republic of North Macedonia.</p>	<p>In 2027, continuous training of the responsible person for preparing a strategic plan and monitoring its implementation is planned, as well as continuous training for the responsible persons in the Financial Affairs Department for preparing the budget.</p> <p>In 2027, monitoring of the implementation of the Strategic Plan for 2027–2029 is planned, as well as the preparation of the Strategic Plan for 2028–2030.</p> <p>In 2027, the preparation of the BA budget for 2028 is planned.</p>	<p>In 2028, continuous training of the responsible person for preparing a strategic plan and monitoring its implementation is planned, as well as continuous training for the responsible persons in the Financial Affairs Department for preparing the budget.</p> <p>In 2028, monitoring of the implementation of the Strategic Plan for 2028–2030 is planned, as well as the preparation of the Strategic Plan for 2029–2031.</p> <p>In 2028, the preparation of the BA budget for 2029 is planned.</p>

<p>Training is planned for 2026 to monitor the implementation of the strategic plan and prepare the budget.</p> <p>In 2026, monitoring of the implementation of the Strategic Plan for 2026–2028 is planned, as well as the preparation of the Strategic Plan for 2027–2029.</p> <p>In 2026, the preparation of the BA budget for 2027 is planned.</p>		
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Budget Execution and Fund Management		
<p>In BA, in accordance with the Rulebook on Internal Organization, the execution of the budget and the management of funds fall under the responsibility of the Financial Affairs Department, which has six established positions, of which three are currently filled.</p> <p>Equipping the Financial Affairs Department and training employees.</p> <p>Monitoring the execution of the 2026 Budget.</p>	<p>Continuous training of employees in the Financial Affairs Department.</p> <p>Monitoring the execution of the 2027 Budget.</p>	<p>Continuous training of employees in the Financial Affairs Department.</p> <p>Monitoring the execution of the 2028 Budget.</p>



Human Resources Management		
<p>According to the Rulebook on Internal Organization of the BA,</p> <p>a Human Resources Management Department has been established. The Human Resources Management Department takes care of the development of human resources in BA, and given the increased responsibilities, in accordance with the Law on Civil Servants. The department identifies employment needs, participates in the implementation of procedures for employment. It assesses employees' training needs and manages employees' personnel files in accordance with the legal obligation</p> <p>it will prepare an Annual Plan for appropriate and fair representation, as well as an Annual Training Programme, and will also organize the performance evaluation of civil servants within BA.</p> <p>In 2026, 5 new hires and 2 promotions are planned.</p>	<p>In 2027, strengthening of the capacities of the Human Resources Management Department is expected. The Department will continue to work on the execution of its responsibilities in the area of human resources management. Continuous training of the employees of the Department will continue for the efficient and effective performance of the Department's responsibilities.</p>	<p>In 2028, the Department will continue to work on carrying out its responsibilities in the area of human resources management. Continuous training of the employees of the Department will continue for the efficient and effective performance of the Department's responsibilities.</p>

Normative legal, general and common matters		
<p>According to the Rulebook on Internal Organization of the BA Sector for Legal, General and Common Affairs was established.</p> <p>This sector consists of two departments: Department for Legal and General Affairs and Department for Coordination (Support) of the Director's Activities.</p> <p>In 2026, the Sector is responsible for the legal, general and joint affairs of BA.</p>	<p>In 2027, the Sector for Normative Legal, General and Joint Affairs will continue with the responsibilities for the normative legal, general and joint affairs of BA.</p>	<p>In 2028, the Sector for Normative Legal, General and Joint Affairs will continue with the responsibilities for the normative legal, general and joint affairs of BA.</p>

## 7. Annex 1: Risk Assessment Form

### Risks at the strategic plan level

Risk	Probability of risk occurrence	Impact of risk on achieving goals	Risk management measures
-Insufficient understanding of the role of BA;	middle	big	- Realizing meetings with high-ranking officials to present the role of BA, -Adoption of bylaws to define the conditions and manner of operation of BA.
-Increased outflow of human resources from BA;	large	large	-Adopting staff retention policies with specific measures -Signing of the body's collective agreement



### Program-level risks

Risk	Probability of risk occurrence	Impact of risk on achieving goals	Risk management measures
-insufficient administrative capacity for the functioning of the Financial Affairs Department, which should respond to all requests in the field of financial operations;	middle	large	-Staff strengthening of the Financial Affairs Department.
-Inability to implement public procurements in a timely manner and to monitor their implementation;	large	large	-Employment of a person with a license to perform public procurement.
-Insufficient availability of external collaborators engaged by the Bureau for Assessment as professional personnel in various fields;	middle	large	-Organizing conferences to present underrepresented areas with licensed valuers and attracting professional staff to acquire a license in the appropriate area.
-Inability to respond on time to an increased number of assessment	middle	large	-Hiring new staff. -Salary supplement for employees with increased workload.

requests given the currently available staff.			
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