



Ministry of  
Finance

# QUALITATIVE REPORT ON THE IMPLEMENTATION OF REGULATORY IMPACT ASSESSMENT (RIA) IN MONTENEGRO

## 2024 REPORT



Podgorica, June 2025

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# EXECUTIVE SUMMARY

- In 2024, the Ministry of Finance issued a total of **503 opinions** on proposed acts and accompanying Regulatory Impact Assessment (RIA) Reports, from the perspectives of business environment implications and effects on the state budget.
- Of the 503 acts observed, **139 (27.63%)** related to laws, **242 (48.11%)** to by-laws, and **122 (24.25%)** to other strategic documents, such as strategies, action plans, programmes, agreements, and information briefs.
- In the process of providing opinions on regulations, i.e. on the accompanying RIA Reports, the Ministry of Finance offers consistent support to the drafting authorities in identifying the most effective ways to improve the quality of analysis concerning the aspects covered by the RIA. In this regard, it is **important to emphasize that the final opinions are the result of prior consultations and several iterations of corrections to the RIA Reports**, which reflects the full commitment and effective communication and cooperation between the Ministry of Finance staff and the drafting authorities.
- **Based on the evaluation of the submitted responses for each area, a final score was assigned to each RIA separately. According to the analysis conducted, 452 RIAs, or 89.86%, received the rating of “quality work”, while 51 RIAs, or 10.14%, were rated as “average”. No RIAs were rated as “poorly performed”.**
- The quality of RIA **has improved** compared to the previous reporting period (2016 - 2023);
- **Last year’s report stated that, based on the analysis of RIAs submitted during 2023, 306 RIAs, or 83.15%, received the rating of “quality work”, 58 RIAs, or 15.76%, were rated as “average”, while 4 RIAs, or 1.08%, were rated as “poorly performed”.**
- The implementation of Regulatory Impact Assessment (RIA) in Montenegro has seen significant progress in the recent period, with Montenegro receiving the highest rating among the Western Balkan countries. The report on the quality of RIA implementation in Montenegro for 2024 will also serve as input for further analyses conducted by SIGMA in this area.
- In 2024, in cooperation with the Human Resource Management Administration (HRMA), seven training sessions were held for municipalities: the Capital City of Podgorica (11 civil servants), Danilovgrad (8 civil servants), Zeta (12 civil servants), Ulcinj (8 civil servants), Kolašin and Mojkovac (11 civil servants), Petnjica, Rožaje and Gusinje (9 civil servants), and Plužine and Žabljak (3 civil servants).

- **The Regulatory Impact Assessment (RIA) process has been aligned with the planning of the Government’s Annual Work Programme**, with the aim of enabling drafting authorities to reassess in a timely manner the justification for proposed regulatory interventions included in the Work Programme. This approach allows for an objective evaluation of whether the intervention is truly necessary and what effects are expected, after which the legislative process for drafting and considering the planned regulatory proposal should commence.
- **All RIAs are available on the website of the Ministry of Finance**, starting from 2012, and are regularly updated with newly conducted RIA reports. Each RIA can be downloaded in PDF format.
- **The Ministry of Finance has established a monitoring system for the application of RIA during the drafting of by-laws.** The monitoring involves cross-referencing the database of by-laws submitted to the Ministry of Finance for opinion with the database of by-laws published in the Official Gazette of Montenegro.
- **The Ministry of Finance, in cooperation with OECD/SIGMA, is working on improving the standards for the implementation of full RIA in Montenegro.**
- Given Montenegro’s aspiration for European Union membership and the involvement of all relevant stakeholders in policy development, **RIA has been recognised as a priority in Montenegro’s Reform Agenda 2024–2027, under measure 1.1.3:** Removal of regulatory barriers and facilitation of doing business, through Step 2 – Public consultations and regulatory impact assessments.
- The implementation of the fifth strategic objective — policy planning with citizens and for citizens — enhances the quality of policies by ensuring their transparency and evidence-based foundation. **An important component of planning policies with and for citizens is the Regulatory Impact Assessment (RIA).** Significant progress has been made in this area in terms of expanding its scope and strengthening the capacity for impact analysis, contributing to more informed and transparent decision-making.
- **In cooperation with OECD/SIGMA, the Ministry of Finance organised a three-day training-of-trainers programme for members of the RIA network at the central level in January and February 2025, as well as a three-day training for members of the RIA network at the local level in April 2025.** In addition, a meeting was held on 7 March 2025 with state secretaries from all ministries on the topic of using Regulatory Impact Assessment (RIA) as a key tool for making better and evidence-based policies.
- In October 2024, the Directorate for Regulatory Impact Assessment (RIA) of the Ministry of Finance submitted an application for a study visit to institutions in Estonia involved in the implementation of RIA. The application was approved, and **the civil servants had the opportunity to exchange experiences with representatives of Estonian institutions**, including the Ministry of Justice and Digital Affairs, the Ministry of Economic Affairs and Communications, and the Ministry of Regional Affairs and Agriculture.

## Proposed measures for enhancing RIA quality

- The preparation of the RIA analysis should begin prior to the actual drafting process of the regulation.
- During the preparation of the regulation and the RIA analysis, it is necessary to ensure the active involvement of all members of the Working Group in considering the aspects covered by the RIA.
- The impact analysis must include a thorough definition of objectives in accordance with the SMART criteria.
- Skills for assessing alternative options (regulatory/non-regulatory) to achieve policy objectives should be further developed.
- It is necessary to conduct a detailed analysis of laws that create the basis for imposing new obligations and costs.
- Capacities should be strengthened for assessing the administrative costs that regulations may impose on the economy and citizens, in order to better understand their implications — using the Standard Cost Model, Cost-Benefit Analysis, and Multi-Criteria Analysis.
- Capacities for assessing the long-term fiscal implications of regulations should be improved, including three-year budget planning.
- The section of the analysis related to stakeholder consultations should be enhanced, with mandatory consideration of proposed solutions with relevant stakeholders (including business associations).
- The Monitoring and Evaluation section of the analysis should be improved, with a particular focus on defining measurable indicators (both quantitative and qualitative) to more effectively track the implementation of regulatory solutions.

## Further steps

### Implementation of the necessary formal steps for establishing full RIA:

- Adoption of a new **Instruction on the preparation of the Regulatory Impact Assessment (RIA) Report, a new RIA Manual, and a new RIA template;**
- **Improvement of the quality of the annual report** on the implementation of Regulatory Impact Assessment;
- Following the establishment of formal conditions for the implementation of full RIA, the following activities will be carried out in cooperation with the Human Resource Management Administration:
  - **Revision of the RIA training programme**, structured into two formats:
    1. Comprehensive training cycle (each participant will be required to complete all modules);
    2. Training by specific areas;
  - **Preparation of a Manual for the training programme**, to serve as a key tool for trainers during the delivery of training. This activity is planned to be carried out in cooperation with UNDP.

- **Establishing cooperation with the Parliament** on strengthening capacities for the preparation of RIA during the adoption of laws and amendments;
- As part of the implementation of RIA at the local level, the following activities are planned in cooperation with the Ministry of Public Administration, the Union of Municipalities, and local governments:
  - **Establishment of RIA quality control units** in all local self-governments;
  - **Preparation of an annual report** on the quality of RIA implementation;
  - **Monitoring** the implementation of RIA at the local level;
  - **Ensuring public availability** of RIAs at the local level.
- **Establishment of a RIA Consultative Body** (comprising representatives of the Ministry of Finance, the General Secretariat of the Government, the Ministry of Public Administration, the Secretariat for Legislation, the Parliament, and local self-governments);
- **Continued regular reporting** on the application of RIA for by-laws; Through the established RIA network, the following activities will be carried out:
  - **Improvement of RIA by ensuring that consultations are conducted** with the network representative from the proposing sector before the official submission of a request for opinion to the Ministry of Finance;
  - **Holding regular RIA network meetings and facilitating experience-sharing** among network members within and beyond their institutions;
  - **Regional networking** through close cooperation with the Regional School of Public Administration (ReSPA);
  - **Participation** in RIA-related meetings and events.

# WHAT IS REGULATORY IMPACT ASSESSMENT (RIA)?

Regulatory Impact Assessment (RIA) evaluates and measures the benefits, costs, and effects of new or amended regulations. It is regarded as a valuable regulatory tool that supplies empirical data and comprehensive analysis, enabling decision-makers to assess the consequences of their decisions and understand the available options.

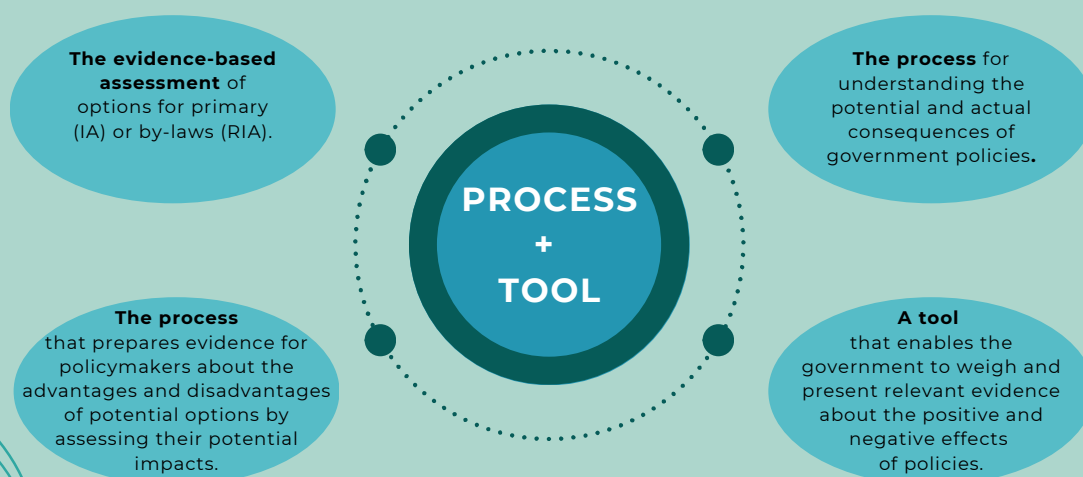
RIA is a multi-step process designed to analytically and systematically determine whether regulatory intervention is necessary and, if so, which regulatory option provides the best solution to the problem.

**RIA Report includes seven sections:**

- **Defining the problem;**
- **Objectives;**
- **Options;**
- **Impact analysis;**
- **Fiscal impact assessment;**
- **Stakeholder consultation;**
- **Monitoring and evaluation.**

The format of RIA reports specifies concrete questions that assist ministries in focusing on relevant information which should be included in each section of these reports.

*Figure 1 - RIA (process + tool)*



A tool that enables the government to weigh and present relevant evidence about the positive and negative effects of policies.

- It offers an analytical framework to examine the reasons why modifications to existing practices are necessary, to consider various options for achieving objectives, and to understand the consequences of proposals;
- It helps to assess and present the likely costs, benefits, and associated risks of a proposal to society;
- It provides stakeholders outside of the government, who will be impacted by the proposal, with more detailed information about the implications of regulations. This allows for timely identification of any potential shortcomings in the proposed solutions.

RIA is designed to help decision-makers better understand the effects of regulations, enabling them to make more informed decisions. It also ensures that all stakeholders understand how the regulations will impact their lives or businesses.

RIA serves as a platform for communication with stakeholders, enabling the government to make better-informed decisions and policies.

Although there is no universally accepted model for RIA, each assessment should include the following elements:

- clear identification of goals, causes, and consequences;
- structured consultations with stakeholders;
- consideration of regulatory options; and
- a detailed examination of impacts.

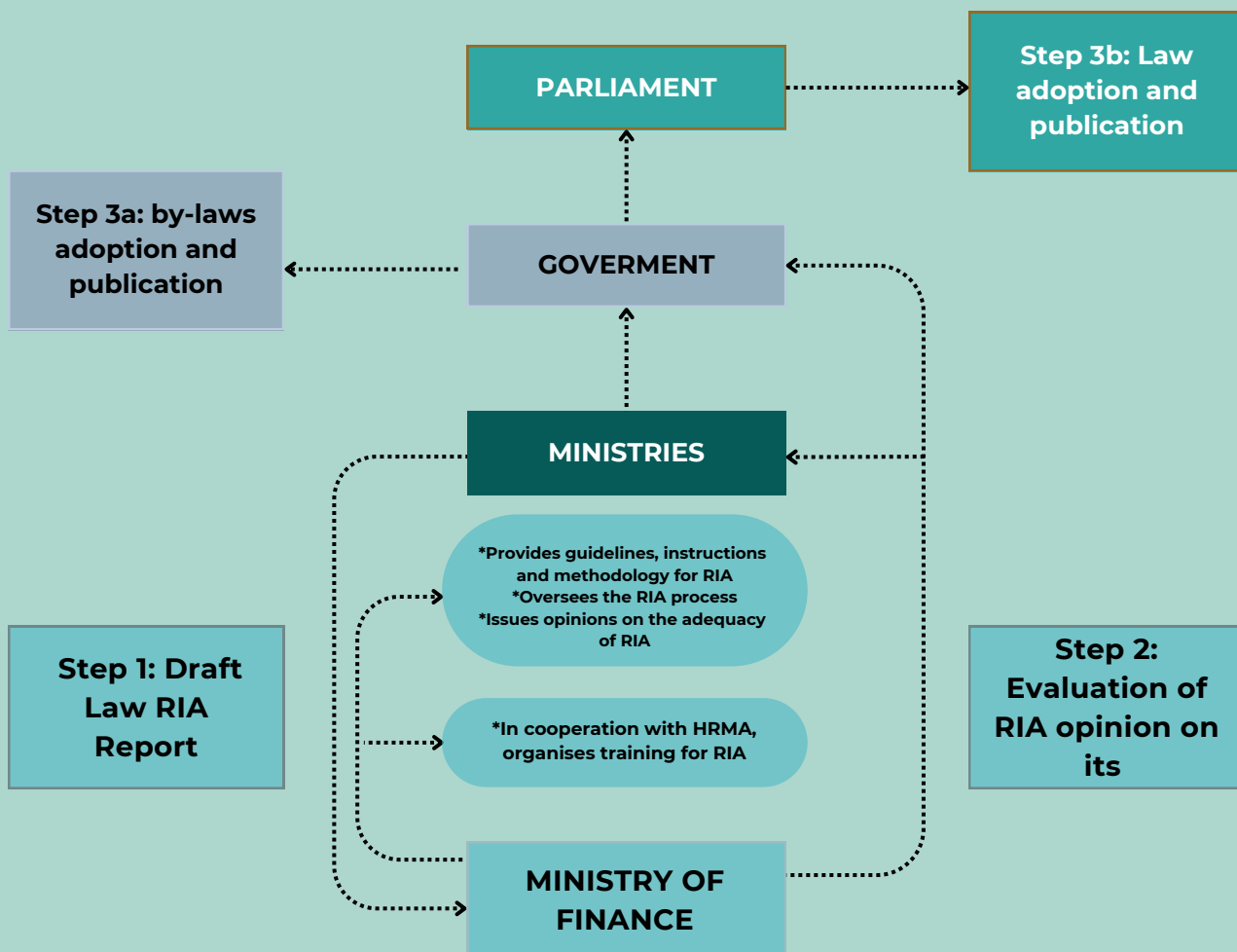
# REGULATORY IMPACT ASSESSMENT – REGULATORY AND INSTITUTIONAL FRAMEWORKS

The assessment of the impact of regulations was formally integrated into the Montenegrin regulatory framework on January 1, 2012. This requirement is stipulated by Articles 33 and 40 of the Government’s Rules of Procedure (Official Gazette of Montenegro, 062/18).

Article 33 mandates that the legislative drafter is to conduct a Regulatory Impact Assessment (RIA) during the preparation of laws and other regulations, in accordance with guidelines from the Ministry of Finance.

Furthermore, Article 40 stipulates that, along with the draft law, other regulation, or general act, the legislative drafter must submit the RIA form, prepared in accordance with the Ministry of Finance’s guidelines. Additionally, the legislative drafter must include the opinion of the Ministry of Finance on whether it is necessary to perform RIA or whether the RIA conducted is adequate.

Figure 2 – Legislative drafting process



**The Division for Regulatory Impact Assessment (RIA)**, within the Directorate for Financial System and Policy Coordination of the Ministry of Finance, is responsible for quality control of the regulatory impact analyses prepared by ministries, administrative authorities, and other state bodies.

The Directorate is, among other things, responsible for:

- Coordinating and implementing policies and procedures necessary for the effective conduct of regulatory impact assessments
- Analysing RIA reports prepared by ministries, state administration bodies, and other state authorities in the process of proposing laws and other regulations, and providing opinions on their relevance and compliance with RIA preparation standards;
- Providing opinions on the impact of laws and other regulations on the business environment and citizens;
- Offering support and expert advice to ensure that RIA reports fully reflect the effects of new regulations on citizens, the economy, and the state;
- Maintaining communication with international and domestic organizations in this field with the aim of improving practices and introducing innovations;
- Ensuring conditions for increasing transparency in the process of preparing regulatory impact assessments.

In addition to assessing the quality of prepared RIAs, the Ministry of Finance also provides opinions from the perspective of the impact of regulations on the business environment and the budget, known as Business Impact Assessment (BIA) and Fiscal Impact Assessment (FIA).

The Division for Regulatory Impact Assessment evaluates the impact on the business environment, while the Budget Directorate assesses the impact of regulations on the state budget, and a joint opinion is issued based on these assessments.

Additionally, the analysis has shown that, in certain cases, other directorates within the Ministry of Finance are also involved in preparing opinions. These include the Directorate for Tax and Customs System, in matters of tax policy; the Directorate for Local Government Finance and Salary Policy, when local self-government units are concerned; the Directorate for the Management of EU Pre-Accession Assistance Structures, when EU financial support is involved; and the Directorate for Central Harmonisation and Development of Internal Controls, for regulations concerning companies in majority state ownership.

Since the formal introduction of RIA, the Ministry of Finance has issued over 4,000 opinions on proposed acts and accompanying Regulatory Impact Assessment (RIA) Reports from the perspective of their implications for the business environment (Table 1).

*Table 1 – Number of opinions by year*

RIA	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Grand total
Total	299	429	329	380	312	350	467	385	216	428	377	368	503	<b>4.843</b>

In recent years, by-laws have most frequently been submitted for opinion, as indicated in Table 2.

*Table 2 - Breakdown of opinions by category – laws, by-laws, other documents*

RIA	Laws	By-Laws	Other	Total
2016	82	120	110	312
2017	125	110	115	350
2018	102	221	144	467
2019	75	162	148	385
2020	34	104	78	216
2021	87	214	127	428
2022	79	191	107	377
2023	74	169	125	368
2024	139	242	122	503
<b>Total</b>	<b>797</b>	<b>1.533</b>	<b>1.076</b>	<b>3.406</b>

The Regulatory Impact Assessment (RIA) Manual provides useful tips, methodological guidance, and organisational instructions for ministries at each stage of the assessment process. It also establishes fundamental principles for deciding on the depth of analysis and identifies specific exceptions where an RIA is not required. Such exceptions include the Draft Budget Law, laws addressing the consequences of emergency situations, and legislation concerning national security. For a better understanding of the RIA process, the Instruction on the Preparation of the Report on the Conducted Regulatory Impact Assessment (Official Gazette of Montenegro, 09/12) is also utilised. This instruction includes the RIA Report template as an integral part.

# RIA TRAINING

With the aim of strengthening institutional capacities of civil servants at both the state and local levels, the Ministry of Finance conducts training in the field of Regulatory Impact Assessment (RIA). The training is implemented in cooperation with the Human Resource Management Administration (HRMA) through the Training Programme on Regulatory Impact Assessment (RIA). The purpose of the programme is to enhance specific knowledge and technical skills related to the preparation of RIA Reports. By improving the professional knowledge and skills of civil servants at the state and local levels, the quality of prepared RIAs is improved. The programme consists of four modules, each dedicated to different elements of the RIA process during the drafting of new regulations and strategic documents.

The objective of the training is to strengthen the capacities of civil servants at both the state and local levels in order to enable more effective and higher-quality assessment of the effects of regulations on the system as a whole. Through the training, civil servants acquire skills for key aspects of the RIA analysis, including: defining the problem to be addressed; correctly applying techniques for problem definition (SWOT, PESTLE, problem tree, comparative legal analysis, etc.); defining the objectives to be achieved through regulatory action by the state or local authority; identifying indicators to measure the achievement of those objectives; selecting the best options or regulatory solutions; applying the Standard Cost Model to calculate the costs and benefits of regulations for the economy and citizens; using Cost-Benefit Analysis; and applying Multi-Criteria Analysis.

Between 2018 and 2024, the Ministry of Finance conducted a total of 300 training sessions:

Figure 3 - An overview of trainings conducted over the period 2018-2024



The training sessions were conducted in cooperation with ReSPA (2018), UNDP (2019), OECD/SIGMA (2019), the Union of Municipalities (2019), and the Human Resource Management Administration (2018, 2019, 2020, 2021, 2022, and 2023).

The legal foundation for conducting these analyses at the local level is established under Article 71 of the Law on Local Self-Government (Official Gazette of Montenegro 002/18), mandating local government bodies to prepare and assess the impact of decisions and other regulations enacted by the municipal assembly and the mayor.

To support the quality and thorough preparation of these assessments by local self-governments, the Ministry of Finance issued detailed guidelines in October 2020 through an Instruction on the preparation and assessment of the impact of decisions and other regulations of local government bodies (Official Gazette of Montenegro 105/20). This instruction notably incorporates a gender dimension, thereby broadening the scope and enhancing the inclusivity of the analyses.

In 2024, seven training sessions were held for municipalities: the Capital City of Podgorica (11 employees), Danilovgrad (8 employees), Zeta (12 employees), Ulcinj (8 employees), Kolašin and Mojkovac (11 employees), Petnjica, Rožaje, and Gusinje (9 employees), and Plužine and Žabljak (3 employees).

*Table 3 – An overview of training sessions delivered in 2024*

<b>MUNICIPALITIES</b>	
Local self-government unit	No. of employees
<b>CENTRAL REGION</b>	
Podgorica	11
Danilovgrad	8
Zeta	12
<b>COASTAL REGION</b>	
Ulcinj	8
<b>NORTHERN REGION</b>	
Kolašin & Mojkovac	11
Petnjica, Rožaje & Gusinje	9
Plužine & Žabljak	3

From the inception of the training programme to the end of 2023, a database of all officers trained at both the state and local levels has been prepared (Table 3):

Table 4 - An overview of trainings delivered by institution and by municipality

MINISTRY		MUNICIPALITY	
MINISTRY OF SUSTAINABLE DEVELOPMENT & TOURISM	16	NIKŠIĆ	14
MINISTRY OF ECONOMIC DEVELOPMENT	15	ZETA	14
MINISTRY OF TRANSPORT AND MARITIME	13	OLD ROYAL CAPITAL CETINJE	13
MINISTRY OF PUBLIC ADMINISTRATION	13	HERCEG NOVI	13
MINISTRY OF JUSTICE, HUMAN AND MINORITY RIGHTS	12	BAR	11
MINISTRY OF AGRICULTURE, FORESTRY & WATER MANAGEMENT	11	PODGORICA	11
MINISTRY OF FINANCE AND SOCIAL WELFARE	9	KOLAŠIN I MOJKOVAC	11
MINISTRY OF ECOLOGY, SPATIAL PLANNING AND URBANISM	9	BIJELO POLJE	10
MINISTRY OF INTERNAL AFFAIRS	8	PETNJICA, ROŽAJE & GUSINJE	9
MINISTRY OF EDUCATION, SCIENCE, CULTURE AND SPORT	6	BUDVA	9
MINISTRY OF FOREIGN AFFAIRS	4	PLJEVLJA	8
MINISTRY OF EDUCATION	4	DANILOVGRAD	8
MINISTRY OF CAPITAL INVESTMENTS	4	ULCINJ	8
MINISTRY OF HEALTH	2	KOTOR	8
MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT	2	TUZI	6
		ANDRIJEVICA	4
		BERANE	2
		PLUŽINE & ŽABLJAK	3

**MINISTRIES TOTAL: 128**

**MUNICIPALITIES TOTAL: 172**

Chart 1 - Breakdown of training participants by gender

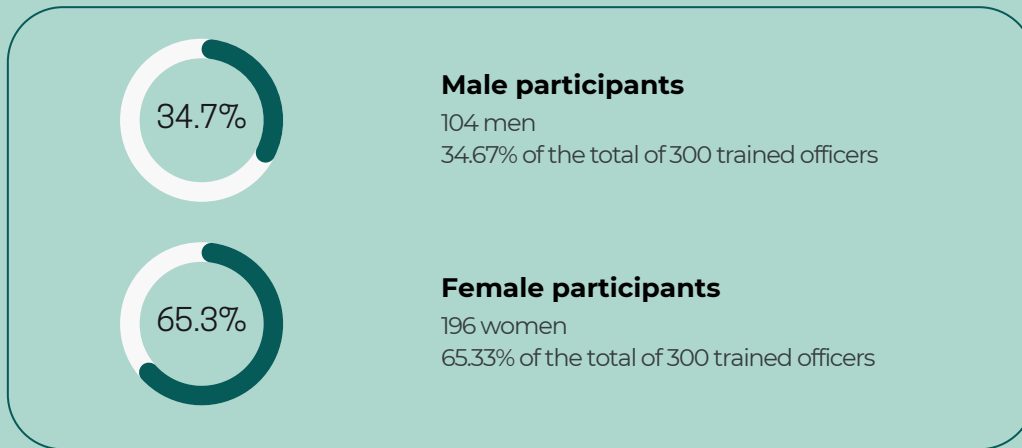
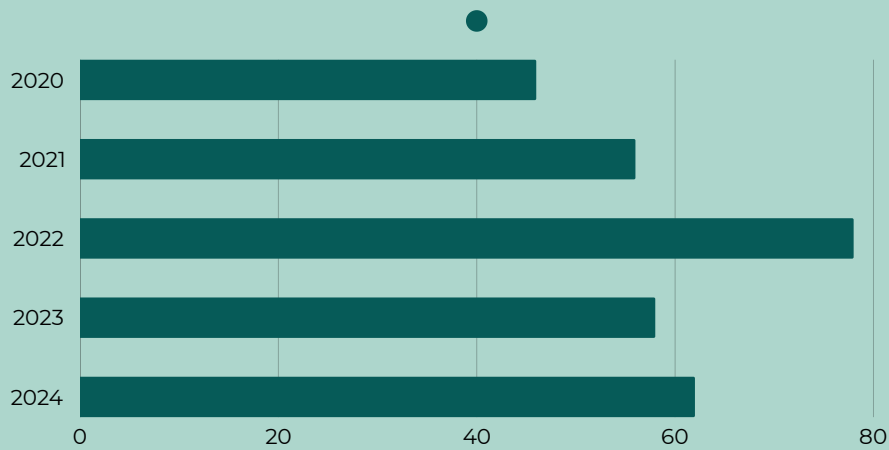


Chart 2 - An overview of the number of trained staff over the period 2020-2024



Out of a total of 300 trained employees, 46 were trained in 2020, 56 in 2021, 78 in 2022, 58 in 2023, and 62 employees were trained in 2024.

# PUBLIC AVAILABILITY OF RIA REPORTS

With the aim of increasing transparency in the regulatory decision-making process, the Ministry of Finance publishes Regulatory Impact Assessment (RIA) Reports along with the corresponding opinions.

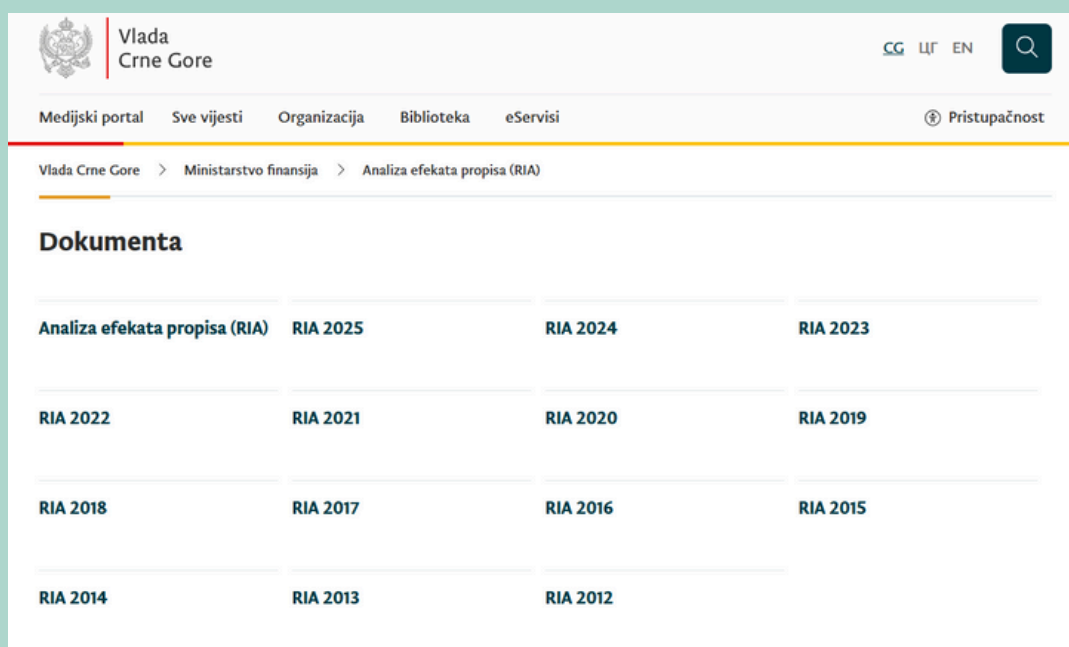
The purpose of publishing RIAs is to further strengthen public trust and provide citizens and stakeholders with insight into the decision-making process. In this way, the adoption of well-founded and high-quality regulatory solutions is supported, while ensuring that the interested public is well informed.

All RIAs are available on the website of the Ministry of Finance, starting from 2012, and are regularly updated with newly conducted RIA analyses. Each RIA can be downloaded in PDF format.

RIAs are presented chronologically by year, and for each individual regulation. Within each yearly folder, regulations are categorised as follows:

- Laws;
- Decisions;
- Decrees;
- Rulebooks;
- Other (strategies, action plans, information briefs, programmes, etc.).

Figure 4: Overview of the Ministry of Finance website.



# RIA NETWORK

In 2024, the Ministry of Finance established the RIA network at both the central and local levels. The network consists of employees who have completed RIA training, as well as those who demonstrated strong practical skills in the preparation of Regulatory Impact Assessment (RIA) Reports.

The RIA network represents a framework that aims to provide coordination in the process of preparing RIA Reports according to established quality standards.

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At the central level, the RIA network consists of representatives from the following ministries (a total of 39 members):

- Ministry of Economic Development (3 representatives)
- Ministry of Ecology, Sustainable Development and Northern Region Development (1 representative)
- Ministry of Energy (1 representative)
- Ministry of European Affairs (1 representative)
- Ministry of Public Administration (5 representatives)
- Ministry of Culture and Media (1 representative)
- Ministry of Human and Minority Rights (1 representative)
- Ministry of Defense (4 representatives)
- Ministry of Agriculture, Forestry and Water Management (3 representatives)
- Ministry of Justice (1 representative)
- Ministry of Spatial Planning, Urbanism and State Assets (4 representatives)
- Ministry of Education, Science and Innovation (2 representatives)
- Ministry of Labour, Employment and Social Dialogue (2 representatives)
- Ministry of Mining, Oil and Gas (3 representatives)
- Ministry of Transport (2 representatives)
- Ministry of Social Welfare, Family and Demography (1 representative)
- Ministry of Internal Affairs (2 representatives)
- Ministry of Foreign Affairs (1 representative)
- Ministry of Health (1 representative).

In addition to employees at the central level, a RIA network has also been established at the local level, covering the following municipalities (a total of 32):

- Tuzi (1 representative)
- Nikšić (2 representatives)
- Kotor (2 representatives)
- Herceg Novi (2 representatives)
- Bar (2 representatives)
- Old Royal Capital Cetinje (1 representative)
- Tivat (2 representatives)
- Danilovgrad (1 representative)
- Capital City Podgorica (2 representatives)
- Ulcinj (1 representative)
- Berane (1 representative)
- Petnjica (1 representative)
- Rožaje (1 representative)
- Gusinje (1 representative)
- Žabljak (1 representative)
- Plužine (1 representative)
- Pljevlja (2 representatives)
- Andrijevica (2 representatives)
- Bijelo Polje (2 representatives)
- Kolašin (1 representative)
- Mojkovac (1 representative)
- Zeta (2 representatives).

In 2024, the local-level RIA network was expanded to include representatives from the municipalities of Kolašin, Mojkovac, Zeta, Petnjica, Rožaje, Gusinje, and Žabljak.

# RIA network officers:

Figure 5 –An overview of RIA network officers at the central level

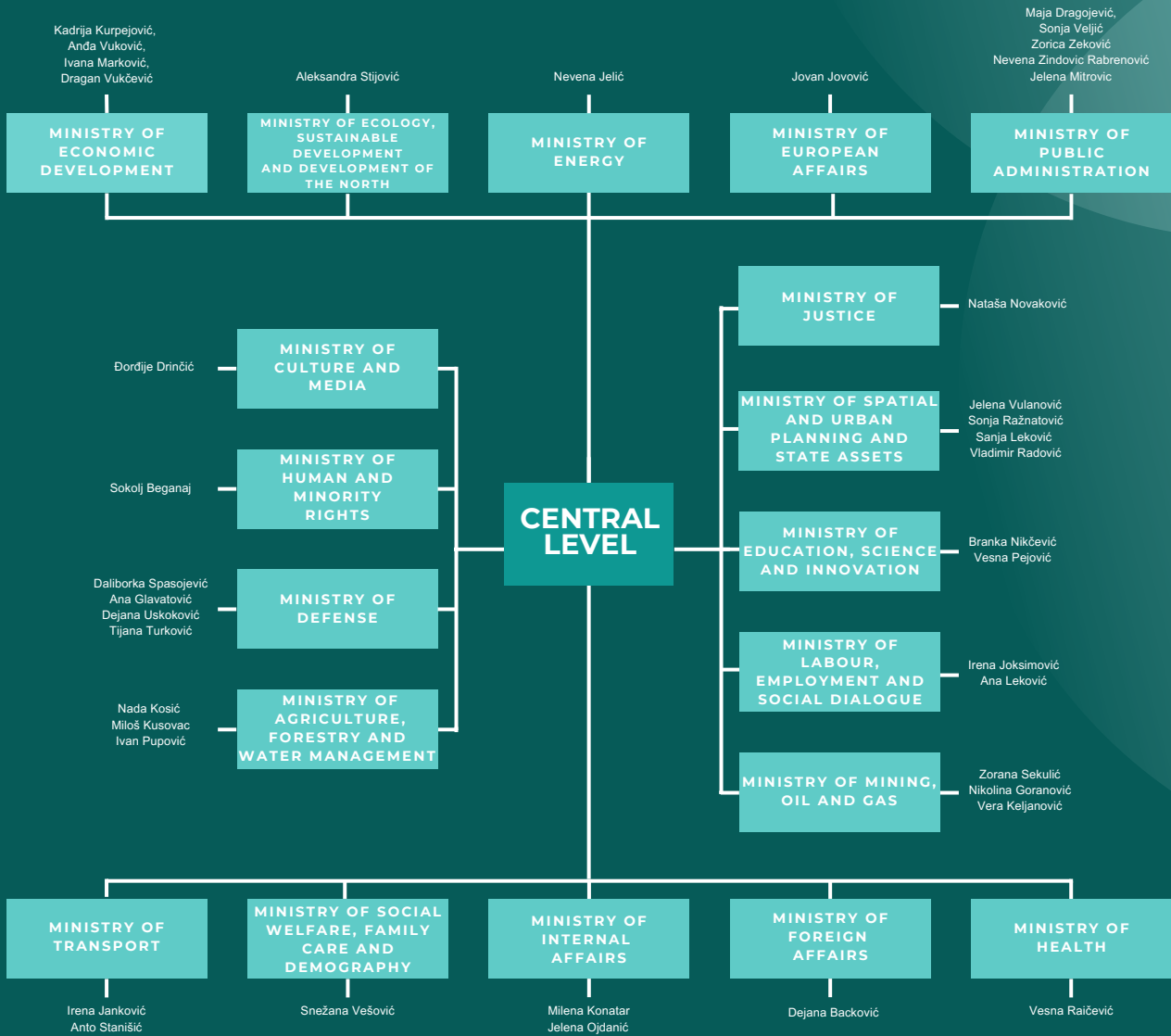
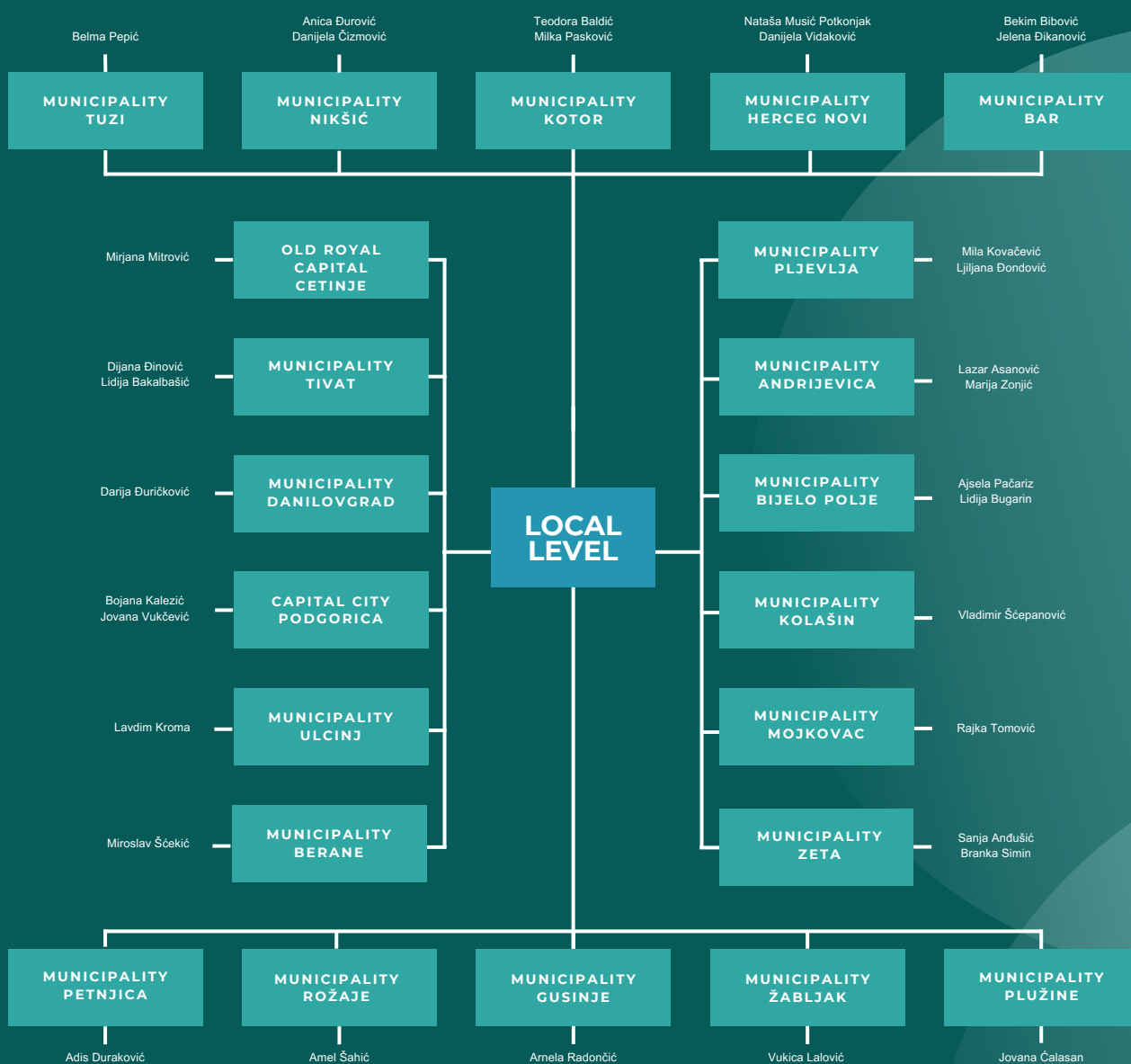


Figure 6 - An overview of RIA network officers at the local level



# RIA THROUGH THE LENSES OF SIGMA

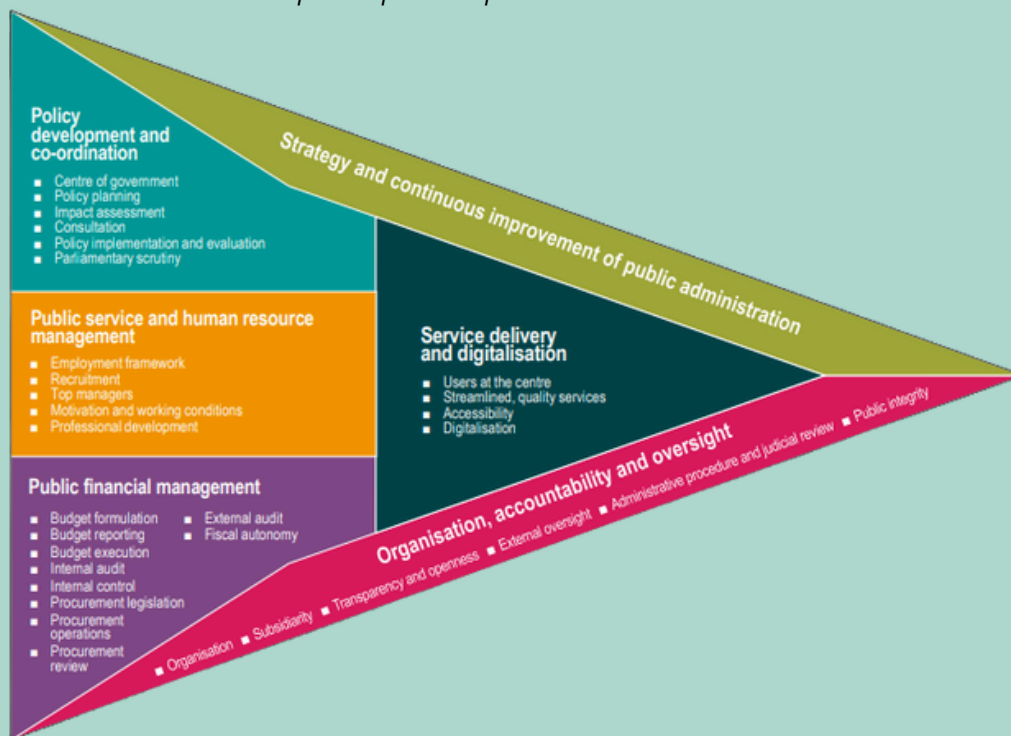
The SIGMA report evaluates the situation and advancements in enhancing the quality of public administration. Given the ongoing accession negotiations, SIGMA undertakes regular monitoring across the region.

The report spans from 2020 to July 2023. Between February and April 2024, SIGMA conducted an assessment of public administration against each principle of public governance, examining whether these principles are applied as universally as possible across all public administration bodies. This includes the Government, line ministries, agencies, regulatory bodies, and other institutions of the central administration that perform core public administration functions. The report was published in January 2025.

The Ministry of Finance actively participated by providing all requested information to SIGMA. Additionally, meetings with SIGMA representatives were held from 8 to 12 April 2024.

The assessed areas include: Public Administration Strategy and Continuous Improvement; Policy Development and Coordination; Civil Service and Human Resource Management; Organisation, Accountability and Oversight; Service Delivery and Digitalisation; and Public Financial Management. The quality of RIA is evaluated under the area of “Policy Development and Coordination,” specifically in the context of evidence-based policymaking.

Figure 7 - Summary overview of 6 areas and 32 principles of public administration



Source: Principles of Public Administration, SIGMA, 2023 edition

The application of Regulatory Impact Assessment (RIA) in Montenegro has advanced significantly in recent years, with the country receiving the highest rating among Western Balkan states. According to the report's findings, RIA was carried out for 96% of draft laws adopted by the Government in 2023 (43 out of 45), while the coverage for by-laws reached 63%. These figures reflect a high level of consistency in the application of the RIA process and mark a substantial step toward alignment with European standards in this area. In addition to the breadth of application, the quality of RIA reports was also recognised. All reviewed samples contained the core elements of a sound analysis, including problem identification, clear definition of objectives, justification for government intervention, and identification of the main affected groups. Moreover, each report included a basic qualitative assessment of the relevant impacts.

*Table 5: Indicator 4 – Use of evidence and impact assessment in policymaking, and the quality and accessibility of laws*





Indicator 4. Use of evidence and impact assessment during policy making, and quality and accessibility of laws		2024 indicator value	66/100
Sub-indicators			Points
1.	Strength of the national policy framework for better regulation		3/3
2.	Effectiveness of internal co-ordination and procedures for evidence-based policymaking in ministries		2.3/5
3.	Comprehensiveness of the regulatory impact assessment (RIA) system, and consistency and quality of implementation		25.4/33
4.	Effectiveness of regulatory oversight, central guidance and support for RIA		8.5/9
5.	Predictability, coherence and consistency of legislation		8.1/17
6.	Accessibility and availability of laws		7.3/17
7.	Effectiveness of the regulatory framework and special procedures and tools for evidence-based EU law transposition		11/16

Source: SIGMA Monitoring Reports, Public Administration in Montenegro 2024, Assessment against the Principles of Public Administration

# INTEGRATING THE RIA PROCESS WITH THE PLANNING OF THE ANNUAL GOVERNMENT WORK PROGRAMME

The RIA process has been aligned with the planning of the Government's Annual Work Programme, with the aim of enabling drafting authorities to reassess in a timely manner the justification for proposed regulatory interventions included in the Work Programme. This alignment facilitates an objective evaluation of whether the intervention is genuinely necessary and what effects are expected, after which the legislative process for drafting and considering the planned regulatory proposal should commence.

Beyond this core purpose, the integration of the RIA process with the planning of the Annual Government Work Programme also seeks to:

-  Encourage early-stage consideration of policy alternatives, with the aim of selecting the most appropriate and effective solutions;
-  Improve the regulatory process through the streamlining of regulatory interventions and the legal framework;
-  Enhance the quality of planning within the Annual Government Work Programme;
-  Strengthen decision-makers' understanding of the implications of proposed public policies.

The General Secretariat of the Government now assumes a more prominent role in the RIA process. In cooperation with the Ministry of Finance, it is responsible for verifying whether the competent drafting authorities have conducted a preliminary impact assessment for each proposed regulation during the preparation of the Annual Government Work Programme. A proposed regulation may only be formally included in the Programme once this preliminary analysis has been completed and its potential impacts have been duly considered.

As part of this process, representatives of the General Secretariat of the Government and the Ministry of Finance held meetings with the following stakeholders between 18 and 22 November 2024:

- Ministry of Economic Development; Ministry of Finance;
- Ministry of Transport;
- Ministry of Maritime Affairs;
- Ministry of Spatial and Urban Planning and of State Assets;
- Ministry of Education, Science and Innovation;
- Ministry of Labour, Employment and Social Dialogue;
- Ministry of Agriculture, Forestry and Water Management;

- Ministry of Energy;
- Ministry of Mining, Oil and Gas;
- Ministry of Health;
- Ministry of Culture and Media;
- Ministry of Public Administration; Ministry of Foreign Affairs;
- Ministry for Regional Investment and Development, and Cooperation with NGOs;
- Ministry of European Affairs;
- Ministry of Justice;
- Ministry of Internal Affairs;
- Ministry of Defence;
- Ministry of Human and Minority Rights; Ministry of Sport and Youth;
- Ministry of Diaspora.

Through several iterations, representatives of the General Secretariat of the Government and the Ministry of Finance provided comments and suggestions on the draft Annual Government Work Programme, emphasising that if the need for a proposed new legal act is not sufficiently clear—or appears misaligned with the Government’s priorities—the proposed activity may be excluded from the Programme.

The 2025 Annual Government Work Programme was adopted on 13 February 2025.

## **MONITORING THE APPLICATION OF RIA FOR by-laws**

The Ministry of Finance has established a monitoring mechanism for the application of Regulatory Impact Assessment (RIA) in the drafting of by-laws. This monitoring involves cross-referencing the database of draft by-laws submitted to the Ministry of Finance for opinion with the database of by-laws published in the Official Gazette of Montenegro. To support this process, a system of regular reporting on the application of RIA to by-laws—such as decrees, decisions, rulebooks, and instructions—has been introduced.

***At its session held on 17 October 2024, the Government adopted the Analysis of the Application of RIA for by-laws in 2022.***

Based on the consolidated findings, the following conclusions were drawn:

- Most line ministries did not submit all by-laws to the Ministry of Finance for opinion in 2022;
- Most line ministries did not prepare Regulatory Impact Assessment (RIA) Reports for by-laws during that year.
- The analysis identified several examples of good practice regarding the satisfactory preparation and submission of RIA Reports:
  - Ministry of Defence: Of 13 acts published in the Official Gazette, 8 were submitted to the Ministry of Finance along with a corresponding RIA;
  - Ministry of European Affairs: Of 14 published acts, 13 were submitted with accompanying RIAs;
  - Government of Montenegro: Of 12 published acts, 8 were submitted with RIAs.
- It is recommended that all ministries prepare a Regulatory Impact Assessment (RIA) Report for each planned piece of by-laws and submit it to the Ministry of Finance for review.

***At its session held on 17 October 2024, the Government adopted the Analysis of the Application of RIA for by-laws in 2022.***

Based on the consolidated findings, the following conclusions were drawn:

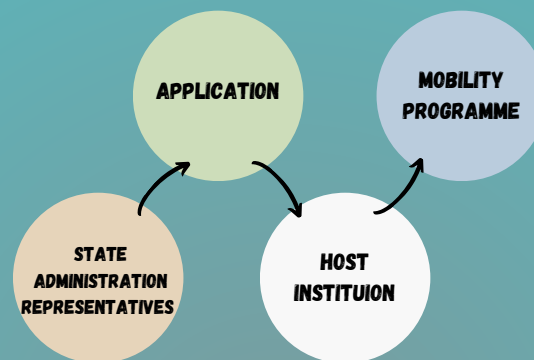
- Most line ministries did not submit all by-laws to the Ministry of Finance for opinion in 2022;
- Most line ministries did not prepare Regulatory Impact Assessment (RIA) Reports for by-laws during that year;
- The analysis identified several examples of good practice regarding the satisfactory preparation and submission of RIA Reports:
  - Ministry of Culture and Media: Of 4 regulations published in the Official Gazette, 3 were submitted to the Ministry of Finance with an accompanying RIA report;
  - Ministry of Human and Minority Rights: Of 1 regulation published, 1 was submitted with a RIA report;
  - Ministry of Energy and Mining: Of 3 published regulations, 1 was submitted with a RIA report;
  - Ministry of Tourism, Ecology, Sustainable Development and Northern Region Development: Of 3 published regulations, 1 was submitted with a RIA report;
- It is recommended that all ministries prepare a Regulatory Impact Assessment (RIA) Report for each planned piece of by-laws and submit it to the Ministry of Finance for review.



# ReSPA

## MOBILITY SCHEME

The ReSPA Mobility Scheme enables civil servants from the member countries of the Regional School of Public Administration (ReSPA) to visit public institutions within the region and/or EU Member States in order to exchange knowledge, experiences, and good practices related to successful public administration reform and other topics of common interest. In addition to Montenegro, ReSPA members include Albania, Bosnia and Herzegovina, North Macedonia, Serbia, and Kosovo.



Interested institutions from ReSPA member countries are required to complete an application form in which they clearly outline the objectives of their request, explain the specific need or situation, and demonstrate how the mobility programme could contribute to addressing the challenges they face. The application must also articulate the added value of the exchange. It is jointly prepared by the host institution and the interested applicant.

In October 2024, the Division for Regulatory Impact Assessment (RIA) within the Ministry of Finance submitted an application to visit institutions in Estonia engaged in the implementation of RIA. The application was approved, and Montenegrin officials had the opportunity to exchange experiences with representatives of Estonian institutions, including the Ministry of Justice and Digital Affairs, the Ministry of Economic Affairs and Communications, and the Ministry of Regional Development and Agriculture).

During the visit, participants engaged in discussions on the following topics:

- The Estonian legislative process and regulatory framework for impact assessment;
- The role and functioning of Montenegro's RIA system;
- Digital governance and tools used in the RIA process;
- Practical implementation and oversight of impact assessments;
- Ex post evaluation and legislative monitoring

The Estonian RIA model was recognised as a best practice example, with potential for adaptation and application to strengthen Montenegro's regulatory framework.

# CREATING CONDITIONS FOR INTRODUCING FULL RIA

**The introduction of Full RIA in Montenegro marks a significant step toward improving the quality of the regulatory process and strengthening policy and legislation transparency.**

The Ministry of Finance, in cooperation with SIGMA, is actively working to improve the standards required for the implementation of Full RIA in Montenegro.

## **The implementation of full RIA entails:**

- **Comprehensive RIA:** In addition to assessing the impact on the economy, citizens, and the state budget, Full RIA also includes consideration of the proposed regulation's expected impact on society (including gender equality) and the environment, prior to any decision on its adoption;
- **Adoption of a new Instruction on the preparation of RIA reports:** This Instruction will govern how impact assessments are conducted, how the reports are prepared, and how they are submitted to the Ministry of Finance for opinion.
- **Adoption of a new RIA Manual:** The Manual will define all steps required in preparing a RIA, as well as possible analytical techniques. It is intended for all those involved in the design, development, and monitoring of policy and regulation at both national and local levels in Montenegro.
- **Capacity-building** of employees at central and local levels, through structured training programmes.

In cooperation with SIGMA, a **three-day training-of-trainers** programme was held for members of the RIA network at the central level in January and February 2025, followed by a three-day training for members of the local-level RIA network in April 2025. These activities were part of the transition to the next phase of Full RIA implementation. Plans are also in place to identify new RIA trainers among employees who have successfully completed the training.

Additionally, on 7 March 2025, the Ministry of Finance, in cooperation with SIGMA, organised a meeting with **State Secretaries** of all ministries on the use of RIA as a key tool for better, evidence-based policy making. The event presented the most significant updates to the RIA system in Montenegro and included an exchange with Mr Gregor Virant, Head of the SIGMA Programme, on how RIA and other tools for evidence-based policy making can support more informed and effective decisions.

**As the institution with a central role in promoting the policies and procedures for RIA implementation, the Ministry of Finance remains committed to improving regulatory quality by building awareness among decision-makers of the importance of this process.**

# RIA AS A COMPONENT OF THE REFORM AGENDA

The Reform Agenda of Montenegro 2024–2027 for the EU Reform and Growth Instrument, under the framework of the EU Growth Plan for the Western Balkans, is a key strategic document aimed at accelerating Montenegro’s economic convergence with the EU average and supporting the implementation of essential reforms to advance EU integration.

The Reform Agenda outlines 32 indicative priority reform measures across four policy areas, grouped into 14 policy sub-areas (sectors), along with concrete steps necessary for the successful implementation of the reforms. The document was technically agreed with the European Commission on 19 June 2024, and subsequently reviewed and adopted by the Government of Montenegro on 20 June 2024.

**Policy Area 1 – Business Environment and Private Sector Development:** This area focuses on simplifying administrative procedures, reducing the informal economy, and enhancing transparency and governance of state-owned enterprises. It includes 7 reforms and 33 implementation steps.

**Policy Area 2 – Digital and Energy Transition:** Emphasis is placed on the rollout of 5G networks, improving cybersecurity, reducing dependence on fossil fuels, promoting e-mobility, and decarbonising the energy sector. A total of 12 reforms and 42 steps are foreseen under this area.

**Policy Area 3 – Human Capital Development:** This component targets improvements in the education system, increasing employability, and fostering social inclusion. It sets out 5 reforms and 10 key steps to strengthen workforce competitiveness and reduce unemployment.

**Policy Area 4 – Rule of Law and Fundamental Rights:** The focus here is on strengthening judicial independence, fighting corruption, and improving the protection of human rights, including minority rights and freedom of expression. 8 reforms and 29 steps are planned to support alignment with EU standards

In light of Montenegro’s commitment to EU accession and the active participation of all relevant stakeholders in policy making, Regulatory Impact Assessment (RIA) is identified as a priority measure in the Reform Agenda 2024–2027, under item **1.1.3 – Removal of regulatory barriers and facilitation of doing business, specifically through Step 2: Public consultations and regulatory impact assessments:**

*Table 6: An overview of actions for implementing Step 2 under Reform 1.1.3*

<i>Name of the activity</i>	<i>Responsible institution(s)</i>	<i>Output/Deliverable</i>
Improve the application of Regulatory Impact Assessment (RIA) for draft laws before the organization of public consultations.	Ministry of Public Administration / Ministry of Finance / Ministry of Economic Development and other competent ministries	Report on the implementation of the Regulation on the manner and procedure of cooperation between state administration bodies and non-governmental organizations, and the Regulation on the procedure and manner of conducting public consultations in the preparation of laws and other forms of cooperation between state administration bodies and non-governmental organizations.  Report on the quality of the application of Regulatory Impact Assessment (RIA) in Montenegro.

The identified activity is being implemented according to the planned timeline. In this regard, the following has been undertaken:

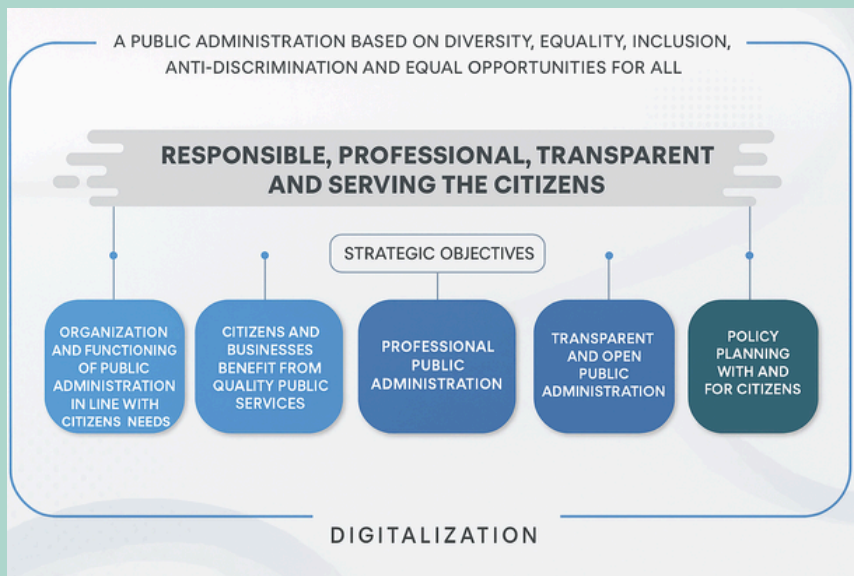
- Based on the Report on the Implementation of the Regulation on the Selection of Representatives of NGOs in Working Bodies of State Administration and the Conduct of Public Consultations in the Preparation of Laws and Strategies for 2023, the Government tasked ministries, by its Conclusion, with consulting interested members of the public at the early stages of preparing laws and strategies. In accordance with Article 15 of the Regulation on the Selection of Representatives of Non-Governmental Organisations in Working Bodies of State Administration and the Conduct of Public Consultations in the Preparation of Laws and Strategies (Official Gazette of Montenegro 41/2018 of 28 June 2018), it is stipulated that: "in the event of a public consultation on the draft text of a law, the conducted RIA must also be published".
- The Ministry of Public Administration will provide semi-annual updates on the implementation of the conclusions arising from the above-mentioned report.
- The Ministry of Finance has formally linked the RIA process with the preparation of the Annual Government Work Programme (AGWP). The AGWP includes information on plans for conducting RIAs and the intention to adopt new or amend existing legislation.
- Through the established RIA network at the central level, the Ministry of Finance issues monthly reminders regarding the obligation that 100% of new laws must be subject to a Regulatory Impact Assessment (RIA) before the public consultation phase.
- The Ministry of Finance regularly publishes all RIA reports on its official website.
- The Ministry of Public Administration has requested all ministries to submit data required for the preparation of the 2024 Report on the Implementation of the Regulation on the Selection of Representatives of Non-Governmental Organisations and the Conduct of Public Consultations in the Preparation of Laws and Strategies. Once data collection is completed, the Ministry of Public Administration will compile the report, which will include, among other things, information on the publication of RIA reports alongside draft legislative proposals.

## **RIA AS A COMPONENT OF THE 2022-2026 PUBLIC ADMINISTRATION REFORM STRATEGY**

The Public Administration Reform Strategy 2022–2026 serves as a foundation for designing services based on the “once only” principle and the use of new technologies, enabling users to access services in a fast, simple, and secure manner. The strategy envisions a public administration that is professional, flexible, efficient, and responsive to the needs of citizens and other users.

Based on the identified challenges, the Strategy outlines five strategic and fourteen operational objectives:

Figure 8: Overview of objectives within the Public Administration Reform Strategy 2022-2026



Source: Public Administration Reform Strategy 2022-2026

The implementation of the fifth strategic goal—policy planning with and for citizens—contributes to the improvement of policy quality by ensuring greater transparency and grounding decisions in analytical evidence.

A key component of citizen-oriented policy planning is the Regulatory Impact Assessment (RIA). Notable progress has been made in this area, particularly in expanding the scope of RIA and strengthening institutional capacity for its application. These advancements support the adoption of higher-quality and more transparent regulations.

As a result, citizens have greater opportunities to participate in policymaking, and regulations are better aligned with their needs—ultimately fostering public trust in institutions and improving quality of life.

The following table provides an overview of performance indicators:

Table 7: Indicators: Operational Objective 5.3: Expanding coverage and strengthening capacity for implementing RIA

OPERATIONAL OBJECTIVE 5.3						
INCREASING THE COVERAGE AND STRENGTHENING THE CAPACITY FOR RIA IMPLEMENTATION						
INDICATOR	INITIAL VALUE	VALUE FOR	VALUE FOR22	VALUE FO23	TREND	TARGET VALUE BY 2024
Percentage of laws for which the Standard Cost Model is applied in the RIA	18% (2020)	18,5%	18,75%	27,04%	↑	20%
Percentage of high-quality RIAs compared to the total number of RIAs submitted for opinion to MFSS	68,72% (2020)	82,49%	83,15%	89,86%	↑	77%

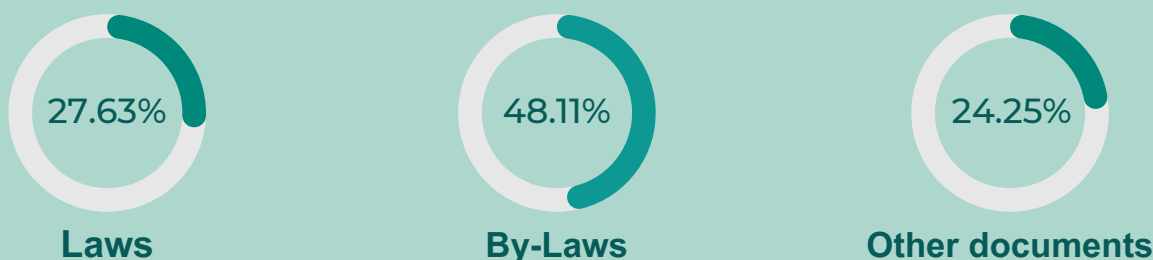
Source: 2024 Progress Report for the 2022-2024 Action Plan to the PAR Strategy 2022-2026

# RIA IMPLEMENTATION IN MONTENEGRO IN 2024

In 2024, the Ministry of Finance issued a total of 503 opinions on draft acts and their accompanying Regulatory Impact Assessment (RIA) reports.

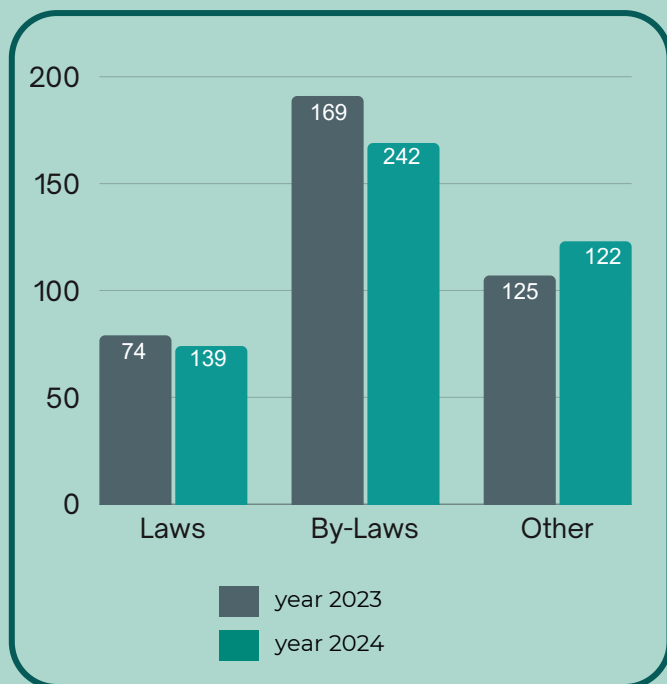
Out of the 503 reviewed acts, 139 (27.63%) concerned laws, 242 (48.11%) were bylaws, and 122 (24.25%) pertained to other documents, including strategies, action plans, programmes, agreements, and information notes.

Chart 3 – Breakdown of legislation drafted in 2024



Compared to 2023, the Ministry of Finance received a higher number of laws (65 more) and bylaws (73 more) in 2024. Additionally, there was an increase in the number of other documents submitted—3 more than in the previous year—including strategies, action plans, programmes, agreements, and information notes, with agreements being the most frequently submitted category within this group.

Chart 4 – Comparative overview 2023-2024

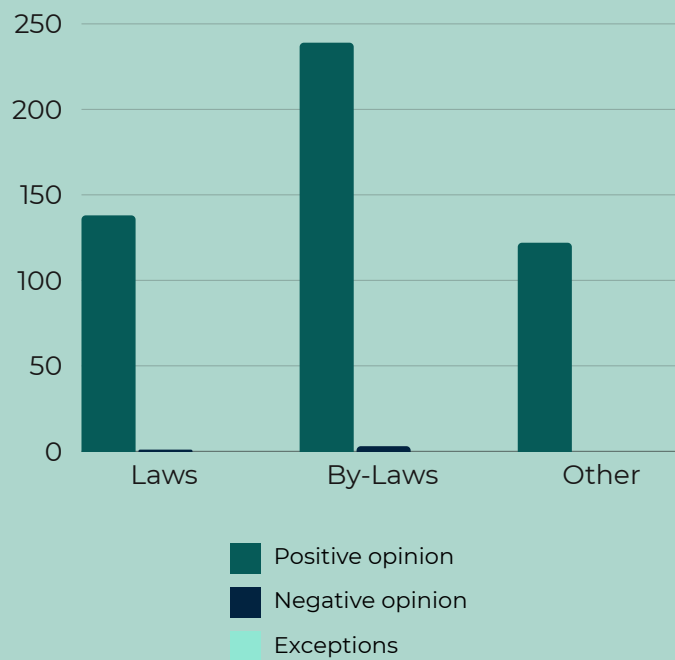


**Out of a total of 139 laws, 138 (99.28%) received a positive opinion, while one law (0.72%) received a negative opinion.**

**Out of a total of 242 by-laws, 239 (98.77%) received a positive opinion, while 3 acts (1.23%) received a negative opinion.**

**Out of a total of 122 other documents, the Ministry of Finance issued 122 (100%) positive opinions.**

Chart 5 – Ministry of Finance’s opinions on the documents received in 2024



In the process of issuing opinions on draft regulations and accompanying RIA reports, the Ministry of Finance provides continuous support to legislative drafters in identifying ways to improve the quality of analysis across all RIA components. It is important to highlight that final opinions are the result of prior consultations and several rounds of revisions to the RIA reports, reflecting the Ministry’s full commitment and the effective communication and cooperation between its employees and the drafting authorities.

Following are the findings regarding the number of opinions by institution, divided into laws, by-laws, and other documents for the year 2024.

Table 8 – Breakdown of opinions issued by institution

No:		LAWS		BYLAWS			OTHER			TOTAL
		Pog	Neg	Pog	Neg	Em	Pog.	Neg	Em	TOL
1	Ministry of Economic Development									
2	Ministry of Energy and Mining	10	1	3	5	0	13	3	2	32
8	Ministry of European Affairs	35	15	36	1	0	3	1	0	50
4	Ministry of Finance	5	–	35	35	0	50	3	2	12
5	Ministry of Public Administration	4	–	33	–	3	23	0	0	23
5	Ministry of Culture and Media	0	–	30	12	3	13	0	0	22
7	Ministry of Human and Minority Rights	6	–	36	36	3	16	0	0	24
8	Ministry of Defence	3	–	34	–	5	13	3	4	14
5	Ministry of Agriculture, Forestry and Water Management	9	–	30	10	0	16	0	0	33
10	Ministry of Justice	3	–	16	3	0	10	0	0	14
11	Ministry of Spatial Planning, Urbanism and State Property	3	–	10	2	0	10	0	0	18
12	Ministry of Education, Science and Innovation	4	–	31	3	0	18	0	0	18
13	Ministry of Labour and Social Welfare	3	–	18	3	0	13	0	0	13
14	Ministry of Transport and Welfare	5	–	16	8	0	10	0	0	12
15	Ministry of Tourism, Ecology, Sustainable Development and	3	–	4	2	0	7	0	0	9
16	Ministry of Interior	3	–	3	–	0	3	0	0	5
17	Ministry of Foreign Affairs	3	–	4	3	0	9	0	0	9
18	Ministry of Health	1	–	9	5	0	5	0	0	15
19	Ministry of Diaspora	–	–	2	–	0	–	0	0	
20	Ministry of Labour, Sustainable Development and Northern	1	–	1	–	0	–	0	0	2
21	Ministry of Energy	–	–	–	–	0	1	0	0	1
22	Ministry of Labour, Employment and Social Dialogue	1	–	–	–	0	0	0	0	2
23	Ministry for Regional Development and Cooperation with NGOs	2	–	0	–	0	–	0	0	2
24	Ministry of Mining, Oil and Gas	–	–	1	–	0	0	0	0	1
26	Ministry of Transport	2	–	2	3	0	1	0	0	5
26	Ministry of Labour, Family and Demographic Policy	13	–	2	3	0	2	0	0	5
29	Ministry of Tourism	6	–	0	1	0	0	0	0	8
30	Government	1	–	0	–	0	0	0	0	1
	<b>TOTAL</b>	<b>138</b>	<b>1</b>	<b>259</b>	<b>3</b>	<b>0</b>	<b>122</b>	<b>122</b>	<b>0</b>	<b>503</b>

1 Draft Law on Amendments to the Law on Craftsmanship – Ministry of Economic Development, opinion issued on 25 December 2024.

2 Draft Decision on Determining the Minimum Compensation for Driver Training and the Costs of the Driving Exam – Ministry of Education, Science and Innovation, opinion issued on 10 June 2024.

3 Draft Decision on Determining the Minimum Compensation for Driver Training and the Costs of the Driving Exam – Ministry of Education, Science and Innovation, opinion issued on 14 October 2024.

4 Draft Decision on Determining the Compensation Amount Payable by Providers of Regulated Communal Services in 2025 – Ministry of Ecology, Sustainable Development and Northern Region Development, opinion issued on 7 November 2024.

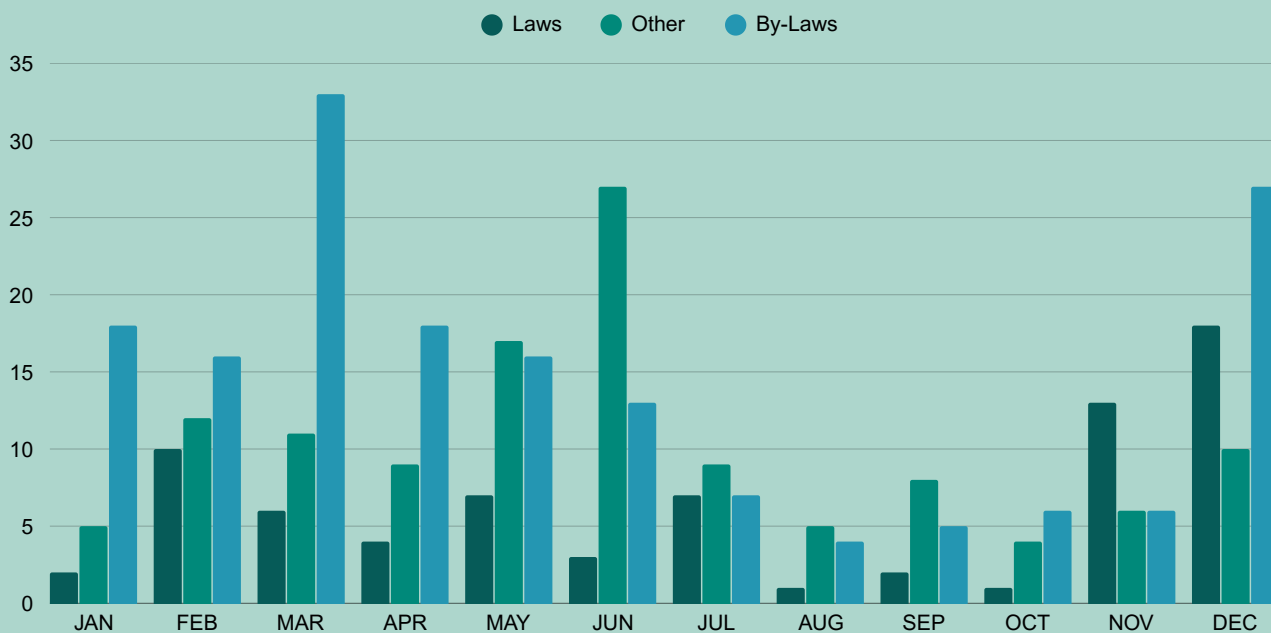
The data reveals that the highest number of requests for opinions on draft regulations and accompanying RIA reports in 2024 was submitted by the Ministry of Finance and the Ministry of European Affairs (50 each, out of a total of 503). These are followed by the Ministry of Spatial Planning, Urbanism and State Property (44), the Ministry of Education, Science and Innovation (37), the Ministry of Agriculture, Forestry and Water Management (35), the Ministry of Justice (33), and the Ministry of Economic Development (32). All other ministries submitted 25 or fewer requests.

In 2024, the highest number of requests for opinions on draft laws and their accompanying RIA analyses was submitted by the Ministry of Finance (35 out of a total of 139 laws), followed by the Ministry of Justice (19), the Ministry of Economic Development (10), the Ministry of Interior (9), the Ministry of Education, Science and Innovation (9), the Ministry of Agriculture, Forestry and Water Management (8), the Ministry of Spatial Planning, Urbanism and State Property (6), the Ministry of Culture and Media (5), the Ministry of Transport and Maritime Affairs (5), the Ministry of Energy and Mining (4), the Ministry of Public Administration (4), the Ministry of Labour and Social Welfare (3), the Ministry of Foreign Affairs (3), the Ministry of Labour, Employment and Social Dialogue (3), the Ministry of Transport (3), the Ministry of Defence (2), the Ministry of Tourism, Ecology, Sustainable Development and Northern Region Development (2), the Ministry of Social Welfare, Family and Demography (2), the Ministry of European Affairs (1), the Ministry of Human and Minority Rights (1), the Ministry of Health (1), the Ministry of Energy (1), the Ministry of Mining, Oil and Gas (1), and the National Security Agency (1). The Ministry of Sports and Youth, the Ministry of Diaspora, the Ministry of Ecology, Sustainable Development and Northern Region Development, the Ministry of Maritime Affairs, the Ministry of Regional Investment Development and Cooperation with NGOs, and the Ministry of Tourism did not submit any laws during 2024.

In 2024, the highest number of requests for opinions on by-laws and their accompanying RIA analyses was submitted by the Ministry of Spatial Planning, Urbanism and State Property (36 out of a total of 242 by-laws), followed by the Ministry of European Affairs (35), the Ministry of Foreign Affairs (19), the Ministry of Agriculture, Forestry and Water Management (17), the Ministry of Transport and Maritime Affairs (16), the Government of Montenegro (16), the Ministry of Justice (12), the Ministry of Education, Science and Innovation (12), the Ministry of Finance (10), the Ministry of Health (9), the Ministry of Economic Development (8), the Ministry of Defence (7), the Ministry of Public Administration (6), the Ministry of Interior (6), the Ministry of Tourism, Ecology, Sustainable Development and Northern Region Development (5), the Ministry of Human and Minority Rights (4), the Ministry of Ecology, Sustainable Development and Northern Region Development (4), the Ministry of Transport (4), the Ministry of Regional Investment Development and Cooperation with NGOs (3), the Ministry of Mining, Oil and Gas (3), the Ministry of Culture and Media (2), the Ministry of Energy (2), the Ministry of Maritime Affairs (2), the Ministry of Energy and Mining (1), the Ministry of Sports and Youth (1), the Ministry of Labour, Employment and Social Dialogue (1), and the Ministry of Social Welfare, Family and Demography (1). The Ministry of Labour and Social Welfare, the Ministry of Diaspora, and the Ministry of Tourism did not submit any by-laws during 2024.

A total of 122 requests for opinions were submitted for other documents—including strategies, action plans, programmes, and informational materials, with agreements being the most common. The highest number of requests came from the Ministry of Defence and the Ministry of Education, Science and Innovation, with 16 each. The Ministry of European Affairs submitted 14 requests, the Ministry of Economic Development submitted 13, and the Ministry of Agriculture, Forestry and Water Management submitted 10. All other ministries submitted fewer than 10 items.

Chart 6 – Submissions for Ministry of Finance’s opinion by month



# QUALITY OF RIA APPLICATION IN MONTENEGRO IN 2024

The regulatory impact assessment process consists of 7 steps:



Table 6 illustrates the number of RIAs by area, with classifications into three categories based on their adherence to quality standards: "compliant with quality standards", "partially compliant with quality standards", and "noncompliant with quality standards".

Table 9 – Ratings by RIA area in 2024

AREA	Compliant with quality standards	Partially compliant with quality standards	Noncompliant with quality standards
Defining the problem	470	33	-
Objectives	445	58	-
Options	378	125	-
Impact assessment	449	54	-
Fiscal impact assessment	454	49	-
Stakeholder consultation	401	102	-
Monitoring and evaluation	423	80	-

Analysing the ratings by area of RIA for the comparative periods of 2023 and 2024, it is clear that there has been an improvement in quality in several key areas: Problem Definition, Objectives, Impact Analysis, and Fiscal Impact Assessment.

Additionally, when examining the areas of RIA rated as "compliant with quality standards" in 2023, it is noted that the area of Options has the lowest compliance. This suggests that there is considerable room for improvement in identifying and evaluating different options for solving regulatory problems.

*Table 10 – Comparative overview of ratings by RIA steps 2023-2024*

RATING		Compliant with quality standards		Partially compliant with quality standards		Noncompliant with quality standards	
AREA	Year	No. of acts	% of the total	No. of acts	% of the total	No. of acts	% of the total
Defining the problem	2023	342	92.83%	26	7.06%	-	-
	2024	470	92.93%	33	4.97%	-	-
Objectives	2023	334	90.76%	34	9.23%	-	-
	2024	445	88.47%	58	11.53%	-	-
Options	2023	251	68.20%	114	30.98%	-	-
	2024	378	75.15%	125	24.85%	-	-
Impact assessment	2023	327	88.85%	41	11.14%	-	-
	2024	449	89.26%	54	10.74%	-	-
Fiscal impact assessment	2023	329	89.40%	39	10.59%	-	-
	2024	454	90.26%	49	19.09%	-	-
Stakeholder consultation	2023	274	74.45%	94	25.54%	-	-
	2024	401	79.72%	102	19.09%	-	-
Monitoring and evaluation	2023	258	70.10%	108	29.35%	-	-
	2024	423	84.10%	80	15.90%	-	-

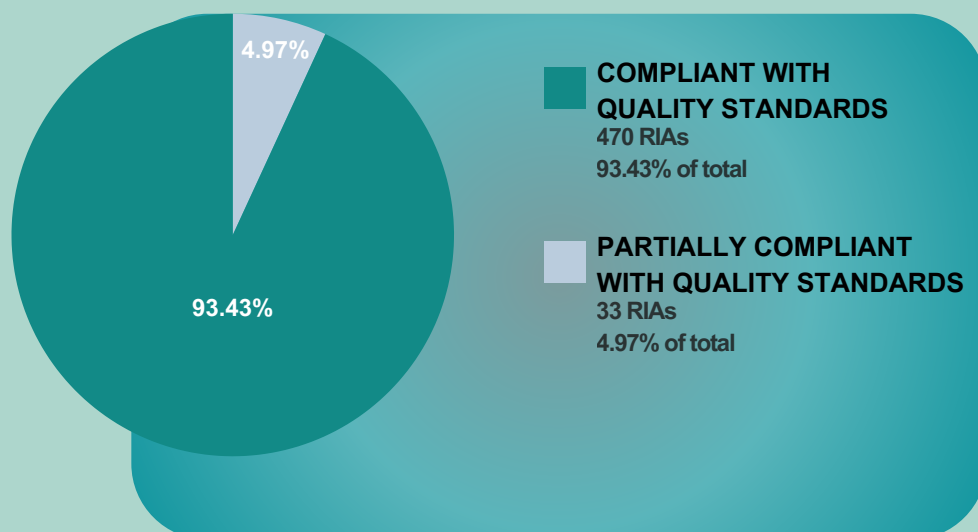
## STEP 1 – DEFINE THE PROBLEM

Based on the analysis performed, we can conclude that the highest-rated responses are within the first part of the assessment process. Specifically, it was observed that in this area, the legislative drafters encountered almost no difficulty in addressing questions related to defining the problem that the proposed act should solve, the causes of the problem, the consequences of the problem, and identifying the affected entities.

In 2024, a total of 470 RIA reports—or 93.43%—were assessed as compliant with quality standards, while 33 reports, or 4.97%, were rated as partially compliant

No RIA reports were rated as “non-compliant with quality standards” (Figure 7).

*Chart 7 – Ratings for the RIA Step 1: DEFINE THE PROBLEM*



To further enhance this aspect of the RIAs, it is recommended to employ tools such as **SWOT analysis**, **PESTLE analysis**, **Problem tree**, **Stakeholder analysis**, and **Comparative-legal analysis**. Staff members receive detailed explanations on the use of these tools during RIA trainings and through direct communication while providing opinions.

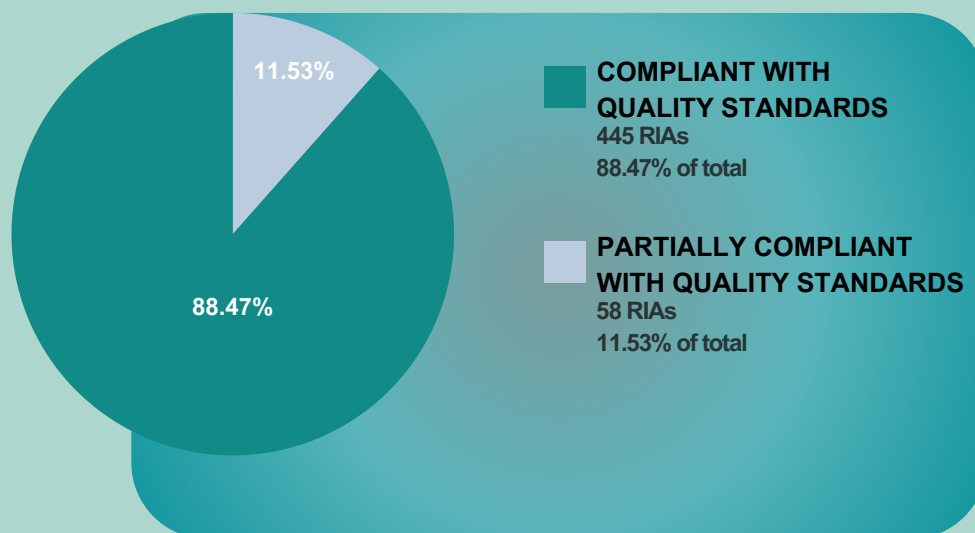
## STEP 2 – OBJECTIVES

The analysis found that defining objectives is not a challenging area of the RIA process for drafting authorities. They are generally able to formulate objectives clearly and ensure their alignment with existing strategies or the Government's programme.

The results of the analysis indicate that in 2024, objectives were well defined in 445 RIA reports, accounting for 88.47%, and partially defined in 58 reports, or 11.53%. There were no RIA reports assessed as “non-compliant with quality standards” in this category (see Graph 8).

The criteria used to determine the quality of setting the objectives in the RIA documents included their measurability, feasibility, clarity, and the clear time determination of the objective.

*Chart 8 – Ratings for the RIA Step 2: OBJECTIVES*

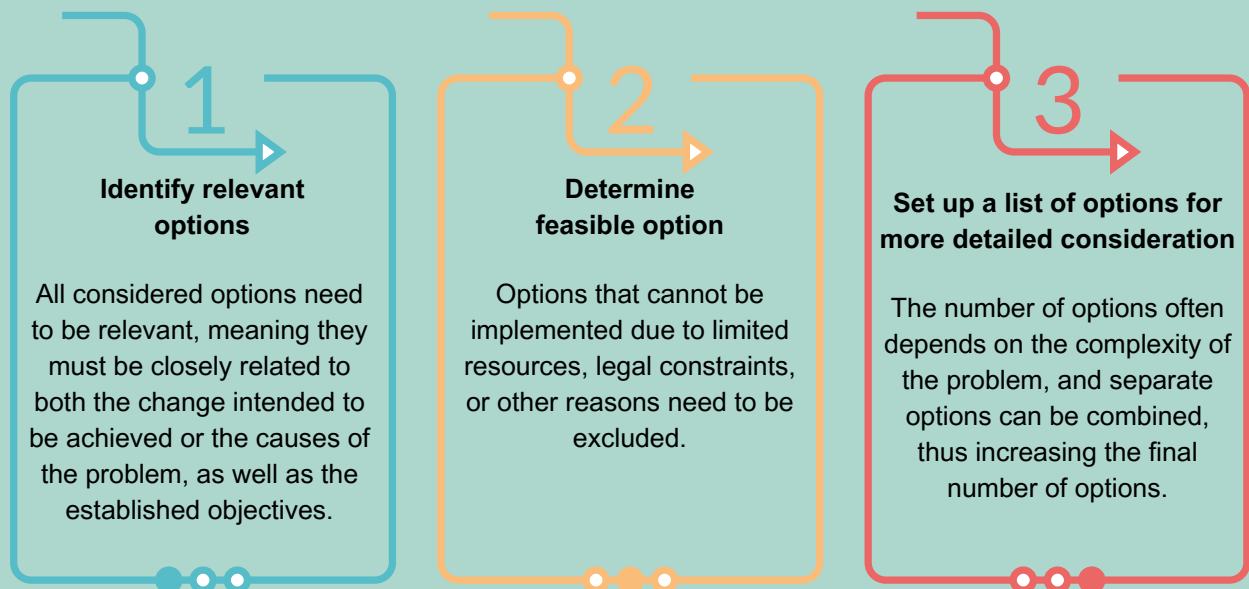


# STEP 3 – OPTIONS

This phase of the assessment involves defining several regulatory solutions to achieve the set objective or to address the shortcomings of the existing regulatory framework. It also includes the obligation to consider the "status quo" option, as well as non-regulatory alternatives such as promotions, media campaigns, education, and enhanced inspection supervision.

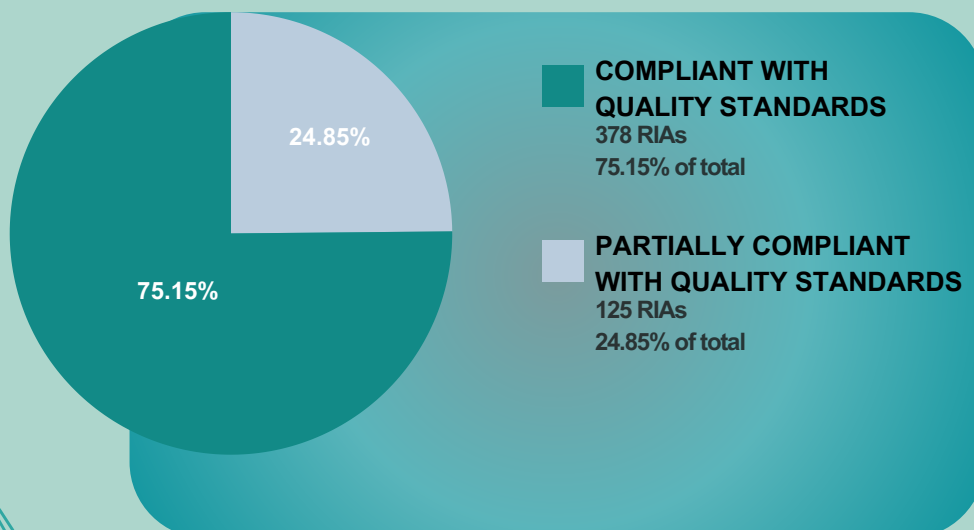
During this part of the process, it is preferable to undertake three steps to choose the optimal option:

Figure 9 - The process of considering options



The analysis revealed the following: 378 RIA reports, or 75.15%, were assessed as compliant with quality standards, while 125 reports, or 24.85%, were rated as partially compliant with quality standards. (Chart 9)

Chart 9 – Ratings for the RIA Step 3: OPTIONS

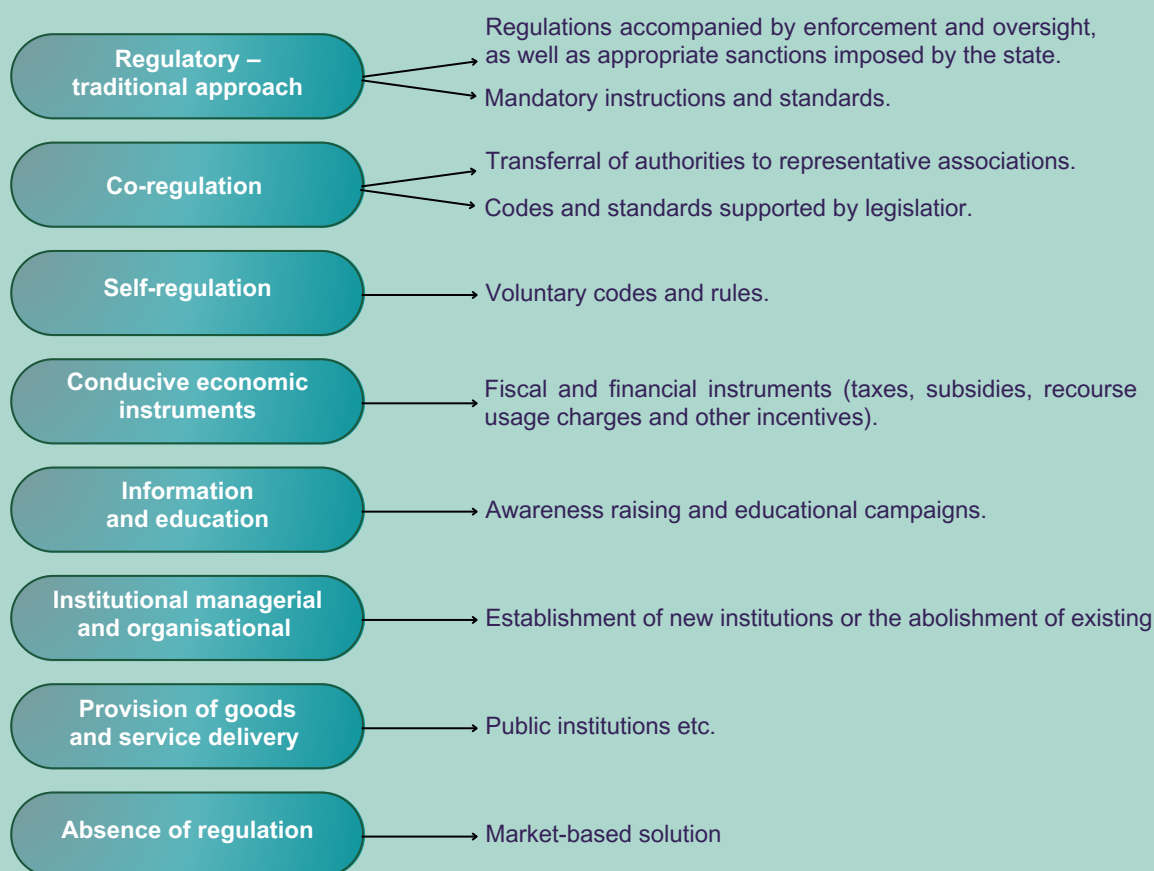


Compared to the data from 2023, the number of RIA reports assessed as compliant with quality standards increased by 6.95%, while the number rated as partially compliant decreased by 6.13%.

The need to improve this aspect of the RIA process has been identified in previous analyses, as ministries rarely consider alternative options such as the status quo or non-regulatory interventions.

**To enhance this aspect of the RIAs, during training sessions, legislative drafters are encouraged to consider as many options as possible. Emphasis is placed on combining the following options:**

*Figure 10 – Selection of options*



The number of options considered should depend on the complexity of the problem. It is important to keep the principle of proportionality in mind, ensuring that those conducting the analysis focus on significant options.

## STEP 4 – IMPACT ANALYSIS

During the evaluation of this part of the RIA reports, the following aspects are taken into consideration:

- listing and quantifying the positive and negative effects,
- explaining the impact of the regulations on competition and business barriers, quantifying the costs that regulations impose on SMEs, and
- quantifying the administrative burden.

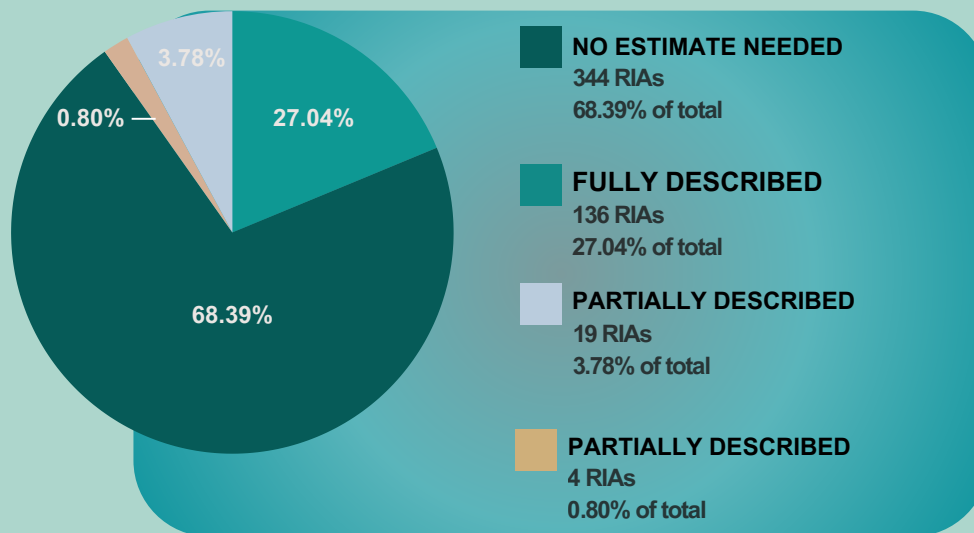
For more than half of the regulatory proposals submitted in 2024 (specifically, 344 out of 503, or 68.39%), a detailed analysis of administrative burdens was not required, as these proposals did not result in the introduction of additional administrative procedures or fees for citizens and businesses (Table 11).

*Table 11 – Cost estimates*

	Fully elaborated costs	Partially elaborated costs	Inadequately elaborated costs	Regulations that did not require cost estimates
Laws	36	10	2	91
By-laws	21	1	-	220
Other documents	79	8	2	33
<b>TOTAL</b>	<b>136</b>	<b>19</b>	<b>4</b>	<b>344</b>
	<b>27.04%</b>	<b>3.78%</b>	<b>0.80%</b>	<b>68.39%</b>

It was established that for 159 regulatory proposals—or 31.61% of all submissions in 2024—it was necessary to describe the potential costs to citizens and businesses resulting from the implementation of the regulation. Of this number, 136 RIA reports (27.04%) included a well-described cost analysis, 19 RIA reports (3.78%) provided only a partial description, while 4 RIA reports (0.80%) lacked sufficient detail in describing these costs (see Chart 10).

Chart 10 – Quality of cost estimates  
(among the regulations that require such estimates)



In this section, ministries often prefer to define the positive direct impacts on the business environment resulting from the application of regulations. However, there is a reluctance to report negative and indirect impacts. A descriptive presentation of the impact is evident, but there is a need for a more frequent and rigorous quantification of these impacts.

During direct consultations with the legislative drafters, the Ministry of Finance encourages the use of quantitative techniques to enhance the quality of the RIA Report. Since costs associated with regulations are not limited to monetary expenditures (they also include time spent, additional activities such as traveling to a specific location to submit documentation, photocopying, opening an account, etc.), it is essential to familiarize the legislative drafters with the methods of cost calculation. One recommended approach is the use of the Standard Cost Model (or the Dutch Model), which is a straightforward method for measuring administrative costs and burdens imposed by regulations. This model breaks down the following elements:

- procedures (also known as informational requirements);
- administrative activities;
- time and cost of performing these activities;
- administrative costs and burdens.

**In addition to the Standard Cost Model, during training sessions legislative drafters are also instructed to utilise Cost-Benefit Analysis and Multi-Criteria Analysis.**

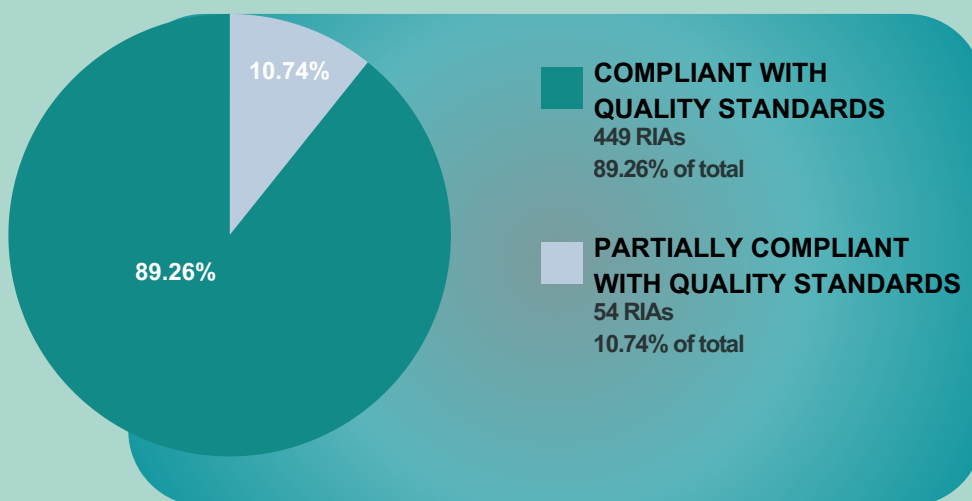
**Cost-Benefit Analysis** is a quantitative economic method used to evaluate and rank alternative projects, policy measures, or regulatory changes.

**Multi-Criteria Analysis** allows for the evaluation of options by considering various criteria, both quantitative and qualitative. This method is especially useful in areas of regulation where:

- Potential effects are such that they are very difficult to quantify (e.g., legal security, human rights, etc.), and only some form of qualitative analysis may be feasible.
- Potential effects can be quantified (e.g., the number of consumers who will benefit from the regulatory change), but it is challenging to express them in monetary terms.
- The quantity of information and its complexity make it difficult to process all data consistently during decision-making.

When considering the full indicator Impact Assessment, it was found that in 2024, a total of 449 RIA reports, or 89.26%, were assessed as compliant with quality standards, while 54 reports, or 10.74%, were rated as partially compliant. There were no RIA reports assessed as not meeting quality standards (see Chart 11).

*Chart 11 – Ratings for the RIA Step 4: IMPACT ANALYSIS*

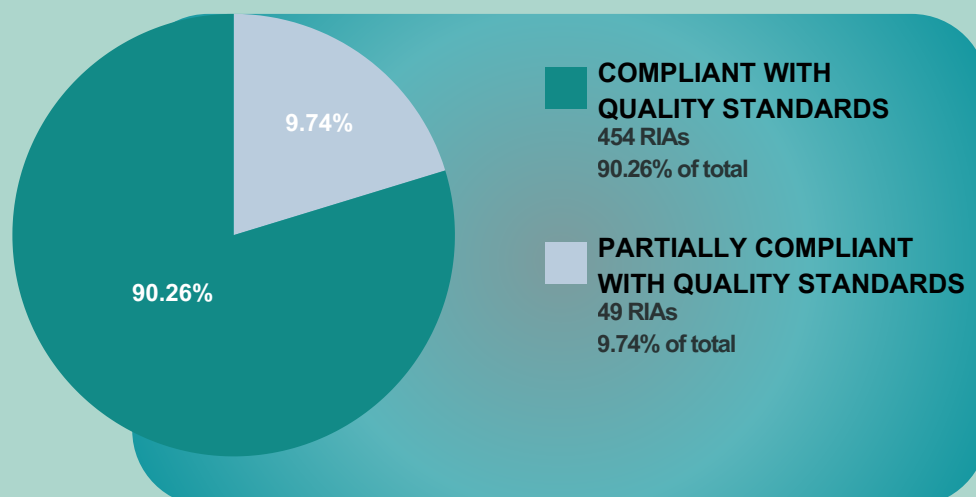


## STEP 5 – FISCAL IMPACT ASSESSMENT

The fifth step in the RIA process involves a fiscal impact assessment. This step assesses whether the implementation of regulations requires a one-time or ongoing provision of financial resources from the Montenegro budget, specifies the amount needed, and checks if these funds are already provided. It also examines whether the implementation of the regulations will generate income for the Montenegro budget and whether the by-laws that create these financial obligations are clearly defined. This part of the process is often considered the most complex by the legislative drafters.

Of the total number of RIA reports analysed, 454—or 90.26%—were assessed as compliant with quality standards, while 49—or 9.74%—were assessed as partially compliant with quality standards. No RIA reports were rated as non-compliant with quality standards (Chart 12).

*Chart 12 – Ratings for the RIA Step 5: FISCAL IMPACT ASSESSMENT*



During the analysis of this particular step in the RIA process, it was established that the implementation of the regulations did not require additional funds beyond what was already planned in the annual budget.

For a more comprehensive analysis in this part of the RIA, it would be beneficial to list the by-laws from which financial obligations arise.

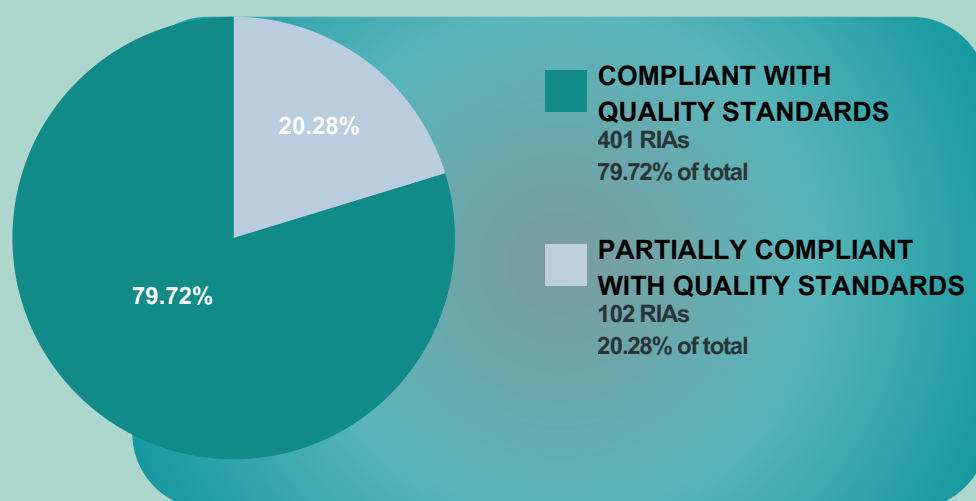
Additionally, incorporating three-year budget planning into the RIA Report for all regulatory solutions would be preferable. To further improve the clarity and detail of cost presentation for the implementation of regulations, the RIA form will be amended in collaboration with the Budget Directorate.

## STEP 6 – STAKEHOLDER CONSULTATIONS

The penultimate step of the RIA process involves the consultation of interested parties, where it is essential to systematize and present the results of public discussions clearly. These consultations are a structured approach to gathering relevant information from stakeholders. They aim to increase citizen participation and the overall transparency of ministry operations, reduce the risk of undesirable effects, and enhance the effectiveness of regulation implementation.

Of the total number of RIA reports analysed, 401—or 79.72%—were assessed as compliant with quality standards, while 102—or 20.28%—were assessed as partially compliant with quality standards. No RIA reports were rated as non-compliant with quality standards (Chart 13).

Chart 13 – Ratings for the RIA Step 6: CONSULTATIONS



In this segment of the RIA analysis, there was a 5.27% increase in the number of reports rated as compliant with quality standards compared to 2023. The number of RIA reports assessed as partially compliant with quality standards decreased by 5.26%, while no reports were rated as non-compliant with quality standards this year.

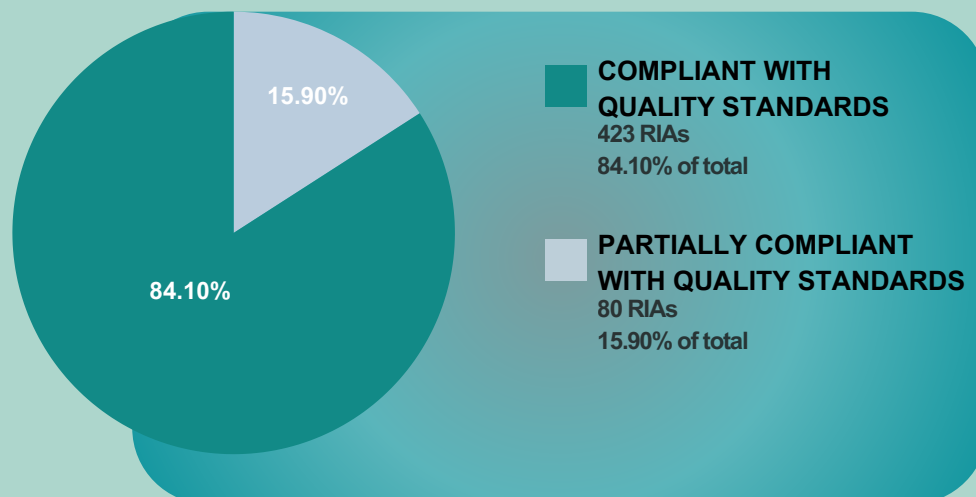
Given the pivotal role of consultations with key stakeholders and affected groups in the successful policy development, it is imperative to continue refining this aspect of the process. The emphasis should be on viewing consultation as an ongoing process integral to the entire lifecycle of regulation preparation, rather than as a discrete phase or event limited to public discussion. Beyond public hearings, it is necessary to provide clear explanations regarding the composition of the working groups established to prepare the regulations, as well as other relevant work processes. Moreover, detailed information should be provided about communications with business associations. If such communications have not been conducted, reasons for this omission should be clearly stated.

## STEP 7 – MONITORING AND EVALUATION

The final step in the RIA process focuses on monitoring and evaluation. This phase requires the identification of potential obstacles that could hinder the effective implementation of the regulations. It also involves outlining specific measures that will be taken to achieve the goals of the regulation and specifying who will be responsible for monitoring and evaluating the implementation. The primary purpose of monitoring is to provide feedback to the legislative drafter about the outcomes of the implemented option, ensuring that the regulation effectively addresses the defined problem.

Of the total number of RIA reports analysed, 423—or 84.10%—were rated as compliant with quality standards, while 80—or 15.90%—were assessed as partially compliant with quality standards (Chart 14).

*Chart 14 – Ratings for the RIA Step 7: MONITORING AND EVALUATION*



It is important to point out that there is still room for improvement in better identifying measures and measurable indicators to achieve the set objectives.

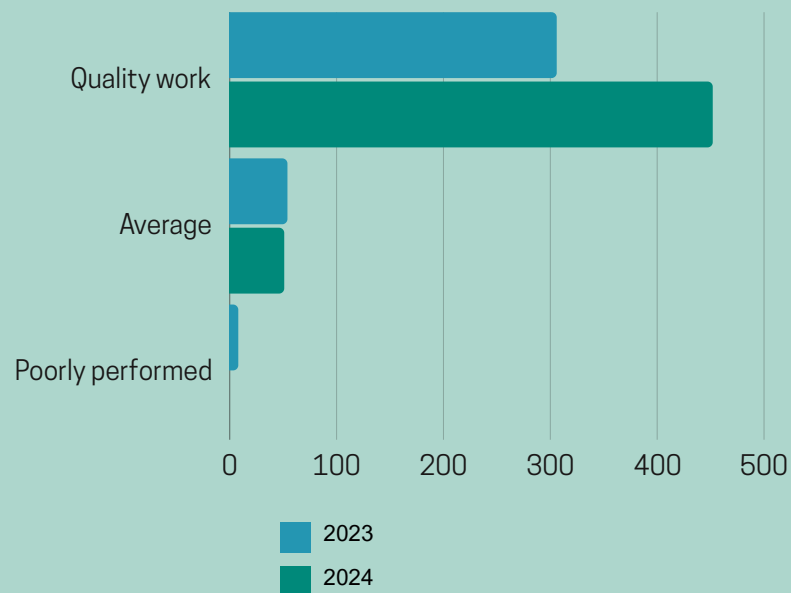
# AGGREGATE SCORES OF RIA QUALITY ASSESSMENT

Table 12 – Rating of RIA Reports in their entirety

RATING	Quality work	Average	Poorly performed
Laws	126	13	-
By-laws	125	27	-
Other documents	111	11	-
<b>TOTAL</b>	<b>452</b>	<b>51</b>	<b>-</b>
	<b>89.86%</b>	<b>10.14%</b>	<b>-</b>

Compared to 2023, the quality of prepared RIA reports improved by 6.71% (Chart 15):

Chart 15 – Comparative overview of ratings for RIA Reports in their entirety



As shown in the chart, in 2023 there were only 8 RIA reports—just 2.17% of the total—that were assessed as not meeting quality standards.

# EXAMPLES OF GOOD PRACTICE

During the analysis of RIA reports, several well-prepared assessments were identified that may serve as exemplary models of good practice, including:

Table 13 – Examples of good practice

	Regulation	Drafting authority
<b>LAWS</b>		
1	Draft Law on Protection from Ionizing Radiation, Radiological and Nuclear Safety and Security	Ministry of Tourism, Ecology, Sustainable Development and Northern Region Development
2	Draft Media Law	Ministry of Culture and Media
3	Draft Law on Audiovisual Media Services	Ministry of Culture and Media
4	Draft Law on the Use of Renewable Energy Sources	Ministry of Energy and Mining
5	Draft Law on the Security of Supply of Petroleum Products	Ministry of Energy and Mining
6	Draft Law on Restrictive Measures	Ministry of Foreign Affairs
<b>BY - LAWS</b>		
7	Draft Rulebook on the Method for Calculating Minimum Insurance Amounts for Damage Caused to Third Parties or Their Property	Ministry of Tourism, Ecology, Sustainable Development and Northern Region Development
8	Draft Decree Amending the Decree on Criteria for Setting Maximum Prices of Medicines	Ministry of Health
9	Draft Strategy for the Development of the Fisheries Sector 2024–2029, with an Action Plan for the Transposition, Implementation, and Enforcement of the EU Acquis	Ministry of Agriculture, Forestry and Water Management
10	Draft Road Traffic Safety Improvement Strategy 2024–2030 with an Action Plan for the Period 2024–2026	Ministry of Internal Affairs
<b>OTHER REGULATION</b>		
11	Draft Strategy for the Development of Higher Education in Montenegro (2024–2027) with an Action Plan 2024–2025	Ministry of Education, Science and Innovation
12	Draft Action Plan for 2024 for the Strategy on Lifelong Entrepreneurial Learning 2020–2024	Ministry of Economic Development
13	Draft Strategy for the Development of Sport in Montenegro (2024–2028) with an Action Plan for the period 2024–2025	Ministry Sport and Youth
14	Draft Strategy for the Digitalisation of the Judiciary (2024–2027) with an Action Plan 2024–2025	Ministry of Justice
15	Draft Strategy for Improving the Quality of Health Care and Patient Safety (2025–2028) with an Action Plan for the period 2025–2026	Ministry of Health

**Drafters:**

1. Tamara Đurović; 2. Đorđije Drinčić; 3. Đorđije Drinčić; 4. Nevena Jelić; 5. Zorana Sekulić; 6. Nikola Ražnatović; 7. Jasmina Janković Mišnić; 8. Dušanka Praščević; 8. Katarina Burzanović; 10. Iva Vukoslavčević; 11. Marijeta Barjaktarović Lanzardi; 12. Anđela Gajević; 13. Danilo Medojević; 14. Dražen Radonjić; 15. Marijan Marijanović

# COOPERATION WITH HRMA

To bolster the institutional capacities of the relevant departments, the Ministry of Finance in collaboration with the Human Resource Management Administration has developed a specialized training programme in the field of Regulatory Impact Analysis (RIA). The programme is designed to enhance specific knowledge and technical skills necessary for preparing RIA Reports. By fostering professional knowledge and skills among employees at both state and local levels, the programme aims to improve the quality of RIAs and enhance the understanding of how regulations impact the functioning of state administration across all regulatory solutions.

This programme is set to build the necessary personnel capacities to enhance the quality and efficiency of understanding the effects regulations have on the system as a whole.

The training programme comprises four modules, each focused on different elements of the process for conducting the RIA in the production of new regulations and strategic documents.

## MODULE 1

**Module 1** provides an introduction to the regulatory impact assessment and is designed to acquaint participants with the basic principles involved in preparing RIA.

## MODULE 3

**Module 3** is dedicated to fiscal analysis, where participants will develop skills to measure the costs associated with implementing solutions prescribed by regulations and to more accurately assess the fiscal implications of new regulatory proposals.



## MODULE 2

**Module 2** focuses on economic analysis, specifically assessing the costs of regulations for citizens and businesses.

## MODULE 4

**Module 4** focuses on practical work with concrete examples of RIA, serving as a recapitulation of what has been learned in the previous three modules. It enhances the trainees' skills through the application of RIA principles to real-world scenarios and practical exercises.

In collaboration with HRMA, a Programme Council has been established for the preparation, monitoring, and evaluation of the Specific Training Programme in the area of RIA. This initiative aims to implement the following activities:

- Revision of the Training Programme for RIA through two options:
  1. Consecutive training: Each trainee is required to complete all modules;
  2. Training by Specific Areas

The responsibilities of the Programme Council include:

- Monitoring the alignment of training programme content with applicable national and international legal regulations, and providing recommendations for revising the content accordingly;
- Approving the Training Calendar and selecting trainers/lecturers from the approved roster;
- Overseeing the implementation of the programme;
- Conducting a final evaluation of the implemented programme and providing recommendations—through a report—for improving the content, duration, schedule, and delivery methods of the training.

In parallel with the Professional Development Training Programme, the following activities are also envisaged:

- Development of a pool of qualified staff to serve as trainers.;
- **Preparation of a Training Programme Manual**, as a core tool to be used by trainers during the delivery of training sessions. This activity is planned to be carried out in cooperation with UNDP.
- **Strengthening the capacities of Parliamentary representatives for the preparation of RIAs during the drafting of laws and amendments.**

# FINAL CONSIDERATIONS

- Ministries submit RIA Reports in terms with the Government's Rules of Procedure.
- The quality of RIA has improved compared to the previous reporting period (2016-2023).
- Compared to 2023, a noticeable improvement in the quality of RIA reports has been observed.
- Key improvements include:
  - Increased focus on problem identification and objective setting;
  - Use of the Standard Cost Model to estimate regulatory costs and benefits for businesses and citizens;
  - Higher level of stakeholder consultation.
- **Progress has been made in the following RIA areas/steps:**
- **Problem definition** - Based on the conducted analysis, it can be concluded that the responses in this part of the RIA received the highest ratings. Specifically, it was noted that legislative drafters had little difficulty in addressing questions related to defining the problem to be resolved by the proposed act, its causes and consequences, and identifying the affected stakeholders. In 2024, 470 RIAs (93.43%) were rated as "compliant with quality standards", while 33 (4.97%) were rated as "partially compliant". No RIAs were rated as "non-compliant with quality standards";
- **Impact analysis** - In assessing this part of the RIA report, the following were taken into account: identification and quantification of positive and negative effects, explanation of the regulation's impact on competition and business barriers, quantification of costs imposed on small and medium-sized enterprises, and administrative burden. It was determined that for 159 regulations, it was necessary to describe potential costs to citizens and businesses resulting from implementation—this represents 31.61% of all regulations submitted for review in 2024. Of these, 136 RIAs (27.04%) had well-described costs, 19 RIAs (3.78%) had partially described costs, and 4 RIAs (0.80%) had insufficiently described costs;
- **Fiscal impact assessment** - The analysis of this RIA step showed that the proposed regulations did not require additional funds beyond those already planned in the annual budget. Of the total number of RIAs assessed, 454 (90.26%) were rated as "compliant with quality standards", and 49 (9.74%) as "partially compliant". No RIAs were rated as "non-compliant with quality standards".

- **Stakeholder consultation** - Out of the total number of RIAs analysed, 401 (79.72%) were rated as “compliant with quality standards”, while 102 (20.28%) were rated as “partially compliant”. No RIAs were assessed as “non-compliant with quality standards”. This RIA component recorded a 5.27% increase in “compliant with quality standards” ratings compared to 2023, while the number of “partially compliant” RIAs decreased by 5.26%. There were no RIAs rated as “non-compliant” in this area in 2024.
- **Monitoring and evaluation** - Out of the total number of RIAs analysed, 423 (84.10%) were assessed as “compliant with quality standards”, while 80 (15.90%) were assessed as “partially compliant with quality standards”.

**However, certain challenges remain, particularly in the following areas:**

**Options** - The need to improve this step has been noted in previous assessments, as ministries rarely consider additional options such as the “status quo” or non-regulatory interventions. To further improve this element, training sessions for legislative drafters emphasise the need to explore a wide range of options, with a particular focus on combining regulatory and non-regulatory approaches (e.g. co-regulation, self-regulation, economic incentives, informational and educational tools, and others).

**Stakeholder consultation** - Since engagement with key stakeholders and affected groups is crucial for successful policy development, further efforts are needed to improve this process. Consultations should be seen as an ongoing process rather than a one-off phase tied to the public consultation period. In addition to formal public consultations, it is necessary to explain the composition of any working groups established to draft the regulation, as well as other internal procedures. Moreover, communication with business associations should be described in detail, or, if absent, the reasons for this should be stated.

**Monitoring and evaluation** - This step requires further specification of potential obstacles to implementation, the measures to be undertaken during implementation to achieve objectives, and the institutions responsible for monitoring and evaluation. It is also important to improve the identification of measures and measurable indicators for achieving the stated objectives.

**Systematic monitoring and assessment of the RIA process are essential for enhancing evidence-based policymaking. Ministry capacities for preparing high-quality RIAs must continue to be strengthened so that the RIA becomes a genuine decision-making tool rather than a formal requirement.**

# PROPOSED QUALITY IMPROVEMENT MEASURES

Based on the findings of the qualitative analysis of RIAs, the following improvement measures are proposed:

- The preparation of the RIA should commence prior to the regulation drafting process itself.
- While drafting regulations, it is crucial to conduct a thorough analysis and ensure the involvement of all members of the Working Group in considering the aspects covered by the RIA;
- In the process of analysing the impact of regulations, it is necessary to adopt a more comprehensive approach to defining goals using SMART criteria;
- Enhance skills for evaluating alternative options (regulatory/non-regulatory) to achieve policy objectives;
- Conduct detailed analysis of laws that create conditions for the imposition of new obligations and expenses.
- Strengthen capacities for assessing the administrative costs that regulations may impose on the economy and citizens, to more comprehensively understand the implications of regulations (through the use of standard cost models, multi-criteria analysis, and cost-benefit analysis);
- Enhance the ability to assess the long-term fiscal implications of regulations, including three-year planning.
- Improve the section of the analysis related to stakeholder consultations — ensure mandatory consideration of proposed regulatory solutions with stakeholders, including required consultation with business associations;
- Enhance the Monitoring and Evaluation section of the analysis— place particular emphasis on identifying measurable indicators (both quantitative and qualitative) to support more robust monitoring of the implementation of regulatory measures.

## FURTHER STEPS:

### IMPLEMENTATION OF NECESSARY FORMAL STEPS FOR ESTABLISHING FULL RIA

- **Adoption of a new Guideline on drafting the Regulatory Impact Assessment (RIA) Report, a new RIA Manual, and a new RIA template;**
- **Improvement of the quality of the annual report on RIA implementation;**
- **Once the formal conditions for the implementation of full RIA are established, the following will be carried out in cooperation with HRMA:**
  - Revision of the RIA Training Programme, structured into two components:
    1. Comprehensive training cycle, requiring each participant to complete all modules;
    2. Specialised training by thematic areas;
  - Development of a **Training Manual** as a core tool to be used by trainers during the delivery of training sessions. This activity is planned in cooperation with UNDP
- **Establishing cooperation with Parliament to strengthen capacity for preparing RIA during the drafting of laws and amendments.**
- **In relation to RIA implementation at the local level, in cooperation with the Ministry of Public Administration, the Union of Municipalities, and local self-governments, the following activities are planned:**
  - Establishment of RIA quality control units;
  - Preparation of the annual report on the quality of RIA implementation;
  - Monitoring of RIA implementation at the local level;
  - Ensuring public access to local-level RIAs.
- **Establishment of a RIA Consultative Body, including representatives from the Ministry of Finance, the General Secretariat of the Government, the Ministry of Public Administration, the Secretariat for Legislation, the Parliament, and municipalities).**
- **Continuation of regular reporting on RIA implementation for by-laws.**
- **Within the established network of RIA officers, the following activities will be undertaken:**
  - **Enhancement of the RIA process**, by ensuring that consultations are held with the network representative from the relevant policy area before formally submitting a request to the Ministry of Finance for an opinion;
  - **Regular meetings of the RIA network and exchange of experiences** among members within and across institutions;
  - **Regional networking** through close cooperation with the Regional School of Public Administration (ReSPA);
  - **Participation in RIA-related meetings and events.**

## QUALITY CONTROL CHECKLIST FOR RIA REPORTS MINISTRY OF FINANCE

RIA EVALUATION REPORT			
PROPOSER:			
TITLE OF THE ACT:			
RECEIVING DATE:		EVALUATION DATE:	
CHECKLIST			
1. Defining the problem:	YES	NO	NA
The problem is clearly and concisely explained			
The causes are clearly described			
The consequences are clearly stated and measurable			
The affected parties are clearly identified			
2. Goals:	YES	NO	NA
The objectives are clearly described			
The objectives are measurable			
The objectives realistic			
The objectives are clearly time-defined			
3. Options:	YES	NO	NA
The number of options considered			
Status quo option has been considered			
Both regulatory and non-regulatory solutions have been considered			
4. Impact analysis:	YES	NO	NA
Positive and negative effects stated			
Quantified positive impacts			
Quantified negative impacts			
Impact on competition and business barriers described			
Quantified costs for small and medium-sized enterprises (SMEs)			
Quantified administrative burden			
5. Fiscal impact analysis:	YES	NO	NA
One-off budgetary resource assessment provided			
Budgetary resources assessment for a specific period provided			
Budgetary revenue assessment provided			
By-laws imposing commitments described			
6. Stakeholder consultations:	YES	NO	NA
Stakeholders clearly identified			
Results of consultations listed			
Consultation process clearly and concisely explained			

7. Monitoring and evaluation:	YES	NO	NA
Measures to be taken during implementation clearly stated Body responsible for implementation and monitoring specified Performance indicators clearly defined			
<b>COMMENTS</b>			
<b>The Report is compliant with quality standards</b>			