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Qeveria - Vlada - Government

Zyra e Kryeministrit - Ured Premijera - Office of the Prime Minister

**ADMINISTRATIVE BURDEN PREVENTION AND REDUCTION
PROGRAMME 2022-2027**

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Table of contents

List of abbreviations	3
List of figures.....	3
Introduction.....	4
1. Strategic approach to administrative burden prevention and reduction	5
1.1. Objectives.....	6
1.2. Principles	7
1.3. Priorities.....	8
1.4. Elements.....	8
1.5. General methodology for prevention and reduction of administrative burden	10
2. <i>EX-ANTE</i> & <i>EX-POST</i> : prevention and reduction of administrative burden	12
2.1. Processes	12
2.2. Means	13
2.2.1. Standard Cost Model	13
2.2.2. Regulatory impact assessment	13
2.2.3. <i>Ex-post</i> evaluation of legislation.....	14
2.2.4. Explanatory memorandum	15
3. Digitization and reduction of administrative burden	16
4. Capacity building	17
5. Consultation and communication.....	19
5.1. Focused consultation.....	19
5.2. Communication	20
6. Coordination of the Government with the Assembly and Municipalities.....	22
7. Implementation, monitoring, evaluation and reporting.....	23
7.1. Political coordination.....	23
7.2. Professional coordination	23
7.3. Coordination with development partners.....	26
7.4. The budgetary impact of the implementation of the Program	26
7.5. Monitoring, evaluation and reporting.....	28
ACTION PLAN 2022-2024	30
Annex 1: Legal Analysis for the Simplification, Merging or Elimination of Permits and Licenses issued by the MAFRD and MESPI (environmental part).....	44

Annex 1: Legal Analysis for the Simplification, Merging or Elimination of Permits and Licenses issued by the MAFRD and MESPI (environmental part).....	44
Annex 3: Analysis to simplify selected public administrative services based on life events.....	44
Annex 4: Guiding questions for prevention and reduction of administrative burden	44
Annex 5: Passport of Indicators	44
Annex 6: Risk Assessment for ABPRP 2022-2027 implementation.....	44

List of abbreviations

AIS	Agency for Information Society
DEIPC	Department of European Integration and Policy Coordination
EC	European Commission
NCEI	National Council for Economy and Investments
SPMF	Strategic Planning and Management Framework
SPC	Strategic Planning Committee
LGAP	Law on General Administrative Procedure
SCM	Standard Cost Model
EM	Explanatory Memoranda
RPG	Rules and Procedure of the Government
NDS	National Development Strategy
SPAR	Strategy for Public Administration Reform
SEG	Strategy for Electronic Governance
OPM	Office of the Prime Minister
LO	Legal Office within the Office of the Prime Minister
SPO	Strategic Planning Office

List of figures

Figure 1: Map of objectives related to the strategic framework and types of indicators.....	6
Figure 2: The regulatory circular of policymaking in Kosovo	12
Figure 3: Training components and their interrelationship.....	17

Introduction

The Government of the Republic of Kosovo aspires to improve service delivery to citizens and businesses by developing, implementing, and effectively reviewing public policies. The unnecessary administrative burden, which causes unnecessary expenses, is time-consuming, causes frustration, and drives corruption, is one of the primary topics relating to the contact between the administration, citizens, and businesses. Some of the effects caused by the administrative burden include a poor environment for doing business, a lower rate of business registration and formalization, a low level of quality in public administration services, increased costs due to frequent legislative changes, and so on. These effects are caused by unnecessary procedures, contradictory legislation, improper legislative implementation, duplication of legal obligations, unclear information, insufficient capacities for quality service delivery, insufficient digitization, poor translation of the legislation, failure to implement general administrative principles, etc.¹

Considering the causes and effects of the administrative burden, the Administrative Burden Prevention and Reduction Programme aims at preventing and reducing the unnecessary administrative burden from legislation without endangering its essential purpose. By reaching this aim, citizens' and businesses' savings will increase, which can be diverted to other related activities, business conditions will improve, the informal economy will be reduced, and the overall effectiveness of public administration and the government will improve, resulting in increased satisfaction and trust of citizens and businesses in the administration and the government.

The Programme was prepared and drafted by a working group established for this purpose, accompanied by the analysis and reports drawn up by the Strategic Planning Office, as well as consultations with line ministries, civil society, the business community, municipalities, development partners, and credible international organizations for public administration, such as SIGMA.² In addition to strategic aspects, the Programme contains instructions, some of which are detailed, to facilitate the work of public officials for reform implementation. As a result, in addition to serving as a strategy document, the Programme also acts as a guide for administration on how to prevent and reduce administrative burden, up to the development of relevant modules and guides.

The Programme is a flexible document that integrates and adapts to current circumstances and processes for public administration reform, and it is combined with other strategic documents, with clear goals and outcomes, as well as concrete activities that have a synergistic impact.

¹ For more summaries, analyses, studies and comparisons on the administrative burden process, see the *Concept Document on Administrative Burden Reduction*, approved by Decision No. 03/05 of 06.03.2020.

² With the assistance of GIZ and the EU Office in Kosovo, the Office for Strategic Planning developed special evidence-based analyses and reports for concept documents, explanatory memoranda, standard cost model, service delivery in Kosovo, administrative burden trainings, and consulted SIGMA during the preparation of this Programme, as well as detailed international reports such as SIGMA's *2021 Monitoring Report*.

1. Strategic approach to administrative burden prevention and reduction

The strategic approach to administrative burden prevention and reduction is part of the **strategic map for the country's development**. In this regard, the National Development Strategy 2030 (hereinafter NDS) is the primary strategic document that defines the country's development orientations, the baseline for establishing the hierarchy of objectives and indicators, and the boundaries of sectors, allowing for a more stable connection with budget planning, monitoring, and reporting. The detailing method has been installed for this purpose, where the high-level goals and objectives defined within the NDS will be further detailed in the lower-level strategic documents such as **sector strategies** and **programs**.³

Sector strategies outline medium-term objectives and goals for a respective sector. The Public Administration Reform Strategy (hereinafter PARS) specifies medium-term objectives and goals for the strengthening and modernization of public administration, the achievement of which results in enhanced efficiency, effectiveness, transparency, and accountability. The PARS includes objectives and actions for improving service delivery quality, which affects various economic and social aspects, as well as strengthens citizens' trust to and communication with the government and public administration.⁴ Similarly, the Strategy for Electronic Governance (hereinafter SEG) sets the objectives and goals for digitization in public administration, including high and secure interoperability across systems and the expansion of the E-Kosova platform in the function of the digitization of administrative services. Among other things, the strategic documents for local self-government will include goals for the simplification and digitization of services delivered at the local level.

Reducing the administrative burden for citizens, businesses, and administration is a broad topic that is related to many elements and processes of public administration, as well as its overall organic functioning. In this context, administrative burden reduction contributes to (1) **organic or structural simplification in public administration**, such as the rationalization of agencies and inspections, and so on, (2) **administrative simplification**, or the removal of the unnecessary administrative burden from legislation, and (3) **digitization** or technological infrastructure investments for the interconnection of public registers and the automatic generation of data, as well as the development of electronic platforms for informing and serving citizens, businesses, and the administration itself.

These elements and processes that affect administrative burden reduction necessitate proper planning, coordination, management, and maintenance, which can be costly and time-consuming, but deliver savings to both parties and the public administration. However, **in**

³ See *Decision 03/2022* of the Strategic Planning Committee, dated 24/11/2021, with Protocol No. 2735, for the implementation of the Strategic Planning and Management Framework.

⁴ In addition to the PARS, the Strategy for Electronic Governance and Digital Agenda will be prepared, which will contain concrete objectives and actions for the advancement of digitization in the country, including the digitization of services and the interoperability of systems.

combination, they motivate and complement one other, resulting in outcomes and synergistic impacts.

Strategic planning for treating the administrative burden entails **preventing and reducing it by incorporating it into all policy-making processes**. The Programme will focus only on administrative simplification along with the digitization of simplified administrative procedures, accompanied by capacity building and promotional actions that, on the one hand, ensure **institutional sustainability** and, on the other, **increase awareness among citizens, businesses, and the administration itself**.

1.1. Objectives

The main objectives of the Government, expressed in the Programme, are:

- **reducing** the administrative burden for citizens, businesses and the administration;
- **preventing** unnecessary administrative burden during the development, implementation and review of public policies.

With the achievement of the Programme's objectives, it is intended to:

- **increase the savings among citizens and businesses;**
- ensure that **citizens and businesses are satisfied** with the administrative services provided by the public administration;
- **increase the value of global indicators** pertinent to the Program's objectives, such as the Balkan Barometer, the World Bank, SIGMA, etc.

The objectives and goals expressed in the Programme will be quantified and operationalized with concrete measures and actions in the Action Plan.

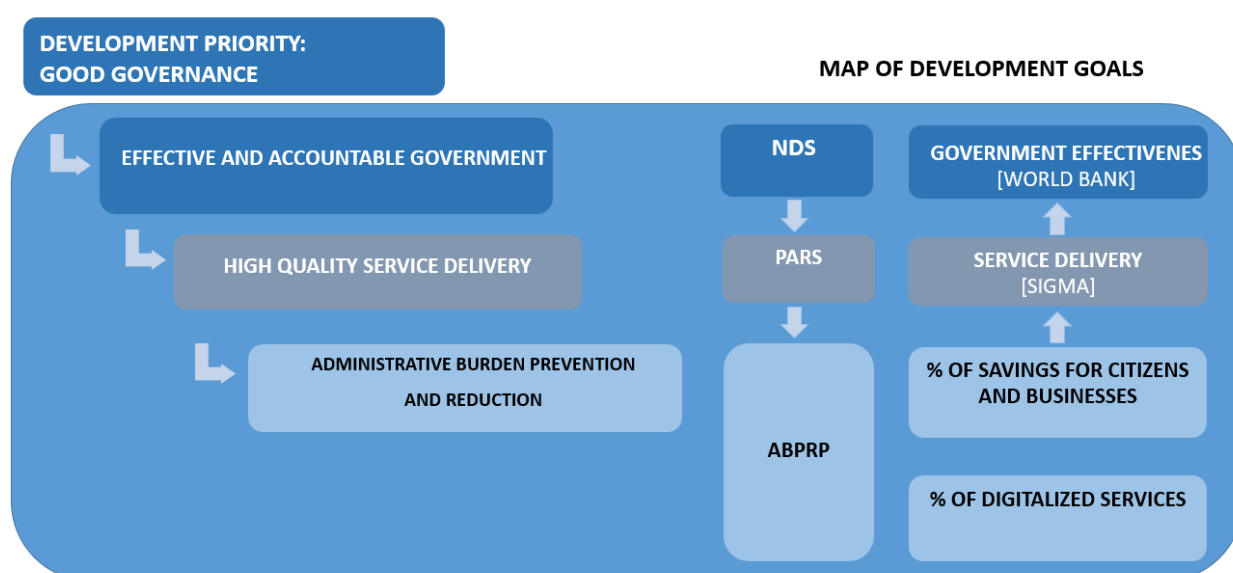


Figure 1: Map of objectives related to the strategic framework and types of indicators

1.2. Principles

Two types of principles will be used to prevent and reduce the administrative burden: the **European Commission** (hereinafter EC) e-government **principles** and the general **administrative principles** of the LGAP, which are related, directly or indirectly, to the defined elements, the simplification of which reduces the administrative burden.

European Commission's e-government principles are:

- *'once-only'* – no public administration body demands information from a user that they have already provided to the administration, in order to ensure that "the data moves and not the user". The full application of this principle is hampered by technological, technical, structural, and legal issues. As a result, in order to enable and facilitate the application of this principle, the Programme will focus, among other things, on the legal aspects that enable this, as well as on digitization, which allows the movement of data rather than users.
- *'personalization'* - users express their preferences for interacting with the public administration, which they then use to make the interaction as simple as possible. Personalization is an effective tool for developing close relationships with users. As a result, to the greatest extent feasible, the Programme demands and directs that the laws be framed in such a way that the provision of services by the public administration is as accessible, easy, and simple as possible, as well as flexible to new changes. The Programme provides and requires the implementation of instructions and consultation and communication elements to enable and facilitate the application of this principle.
- *'proactive service delivery'* - the public administration is aware of a user's circumstances and proactively delivers services and information that the user needs, tailoring them to the user's needs, circumstances, preferences, and so on.
- *'digital-first'* - unless there is a reason not to, the user interacts with the public administration digitally.

The general principles of the administrative procedure in Kosovo are based on EC principles for electronic governance. General administrative principles provide **a new opportunity** for public administration, through the use of modern tools for increasing efficiency and effectiveness in service delivery. Therefore, in order to apply administrative simplification, the defined elements for reducing administrative burden will be related to general administrative principles such as the principle of lawfulness, the principle of proportionality, the principle of legitimate and reasonable expectations, the principle of open administration, the principle of non-formality and efficiency, the principle of gratuity of the proceeding and other general principles.

To implement or facilitate the implementation of the aforementioned principles, the Strategic Planning Office (hereinafter SPO) within the Office of the Prime Minister (hereinafter OPM) can conduct special analyses and plans, as well as request that institutions develop concept documents and propose concrete measures and actions through strategic documents.

1.3. Priorities

The Programme's priority in the first two operational years will be the simplification of mandatory information⁵ at the central level, based on real events, which include **permits, licenses, registrations, certifications, consents, authentications, authorizations, recognitions**, and so on, as well as mandatory information at the local level and services for **subsidies and grants** at the central level.⁶ The digitization of simplified services is a special priority for the government, even though digitization frequently encourages simplification. **Building capacity for prevention and reduction** will also be a major priority, with training for the administrative burden of relevant personnel in OPM, line ministries, and their subordinate agencies, based on need and evaluations. It should be underlined that **inspections, as an administrative burden**, will be tackled as a process in and of itself, with law harmonization, electronic inspection, and rationalization of inspection bodies.

Among other things, **raising awareness and promoting the results** is a special priority in the Programme, which will be used to inform citizens and institutions, inform and raise awareness of the public administration itself, promote the Government's results, increase transparency, communication, and consultation.

In the framework of the simplification and digitization of administrative services, priority will be given to those services which, based on the analysis, are concluded to be used more by **women and vulnerable groups**.

1.4. Elements

Administrative burden is any unnecessary burden that causes administrative costs, wastes time for citizens and businesses, due to the obligation to comply with legislation. However, it should be noted that while administrative costs are an administrative burden, not the entire administrative burden is an administrative cost, as reducing the administrative burden is also related to efficiency in the implementation of principles by public officials. The efficiency and effectiveness of public administration is not only about reducing the administrative burden or clearing legislation of unnecessary elements, but also about enforcing **general administrative**

⁵ The term mandatory information is used for standardization with OECD countries' practices, but for the definition of mandatory information in the Programme, depending on the context, terms such as 'administrative service' and 'administrative procedure' will be used, but they all mean the same thing: the procedure from the moment the party submits the request to the moment the public authority responds for a specific service. The Programme's priority is the **mandatory information** that the party must request. This excludes health and similar services, which are an obligation of the administration to citizens, for which the OSP will request their addressing in other strategic documents.

⁶ It should be highlighted that, with the exception of services derived from their own competencies, nearly the whole administrative burden in municipal services is created by central administration legislation. It should be highlighted that for payments or fees for administrative services delegated by the central level, the municipalities have the competence to determine them. As a result, reducing the administrative burden in municipal services entails, among other things, reducing the administrative burden generated by central-level legislation. Most of these services are the same in all municipalities, but due to different tariffs and low reform implementation, municipalities will be worked on one at a time, unless a municipal service is digitized and offered to all in a single centre, such as the digitization of civil registry certificates.

principles, which falls under the responsibility of drafters, on the one hand, and implementers of legislation, on the other hand.

During their activity in relation to public administration, citizens and businesses face regulatory costs or costs which follow as a result of compliance with legislation. Regulatory costs can be broken down into direct costs, indirect costs, compliance costs, long-term structural costs and difficulty costs.

Compliance costs are the costs that are most associated with administrative burden. Compliance costs are divided into substantive and **administrative** costs. Substantive costs are investment liabilities while **administrative costs** are **the mandatory information and documents required** for them that create **costs** as a result of the legal obligation.

The focus of the Programme will be on the **cost of compliance** (excluding substantive cost), on the elements as below:

Element 1: Mandatory information: each mandatory information can be simplified, merged with another or eliminated altogether, to avoid overlapping and complexity, through the direct application of the principle of lawfulness and proportionality [Articles 4 & 5, LGAP].

Element 2: Payment of the application for mandatory information and other payments for documents for obtaining mandatory information: some of the mandatory information is available for a fee to citizens and businesses. One of the principles of good governance is the principle of cost recovery. Therefore, in each measurement for administrative burden, this payment is also calculated and its simplification is recommended, which is related to the direct implementation of the principle of gratuity of administrative proceeding [Articles 10 & 12, LGAP].

Element 3: Documents: to complete the process for mandatory information, the party is obliged to provide various documents, some of which constitute an unnecessary administrative burden. Therefore, all documents that constitute an administrative burden are simplified and removed, which is related to the direct application of the principle of lawfulness, proportionality, non-formality and efficiency [Articles 4, 5 & 10, LGAP].

Element 4: Validity of mandatory information: The validity of mandatory information is one of the main elements for reducing the administrative burden. The simplification of this element is accomplished when the validity of the mandatory information is extended and the frequency of application is reduced for the same mandatory information: for the extension of the validity of a mandatory information from 1 to 2 years, the administrative burden is reduced by 100%, for the extension from 2 to 3 years, the administrative burden is reduced by 50%, for the extension from 4 to 5 years, the administrative burden is reduced by 20%. The simplification of this element is related to the direct application of the principle of lawfulness and the principle of proportionality [Art. 4 & 5, LGAP].

Element 5: Waiting period: the waiting period for receiving the response to the mandatory information constitutes indirect financial costs, which in most cases are determined by legislation. Therefore, depending on the relevant mandatory information, when it is considered that the deadline set in the legislation is too long, it will be shortened accordingly. This element is also related to the cost of difficulty, which can produce corruption, manifested in informal

payments. The simplification of this element is related to the direct application of the principle of lawfulness and proportionality [Art. 8, LGAP].

Element 6: Additional administrative requests: in some cases, after the completion of the procedure for obtaining mandatory information and commencing the activity, the party is required to provide additional data, such as the request to submit frequent or annual reports and other similar requests.

Element 7: Administrative conditionality: in some cases, in order to complete the procedure for obtaining mandatory information, conditions or other actions are imposed, which have nothing to do with mandatory information, or the service to which the party has applied, such as conditionality of payment of fines. This does not mean the elimination of fines, but the elimination of conditionality for their payment, for obtaining mandatory information or relevant service. Elimination of administrative conditionality is related to the direct application of the principle of lawfulness and proportionality [Article 4 & 5, LGAP].

The simplification of these elements in services directly affects the reduction of time and cost in administrative procedures for citizens and businesses.

1.5. General methodology for prevention and reduction of administrative burden

The prevention and reduction of the administrative burden is carried out in two phases: the *ex-ante* phase and the *ex-post* phase. **In the *ex-ante* phase, the administrative burden will be prevented, while in the *ex-post* phase it will be reduced.**⁷ The program focuses on reducing the administrative burden through **administrative simplification or legislation clearing**, in combination with **procedure redesign**. For administrative simplification or legislation clearing, the focus will be on the elements outlined above, while for redesign of procedures the focus will be on the procedural processes or steps, which are planned to ensure the quality and lawfulness of the administrative procedure, which in many cases, produce high complexity, low efficiency, cost and delay. It should be noted that the **simplification** of administrative services also means the complete elimination of an administrative service (e.g., license) or **the merging of two** administrative services into one. It should be emphasized that the decision-making for the simplification and the level of simplification of the above elements, in the context of the analysis, belongs to the Office of the Prime Minister, while the decision is taken by the Office of the Prime Minister and the Ministries on the basis of good coordination. In case of any obstacle, this issue is addressed in the Strategic Planning Committee.

The standard cost model (hereinafter SCM) does not indicate which element should be simplified, but only shows the level of administrative burden caused by the element or the totality of the elements together.⁸ Therefore, for the selection of unnecessary elements and procedural steps for simplification, it is necessary to perform a test of proportionality and current

⁷ See the 'Means' subsection, in the *Ex-ante vs Ex-post section: prevention and reduction of the administrative burden*.

⁸ See below, in the 'Standard cost model' subsection.

readiness, which helps the official in the selection of simplification. When identifying the public interest, the principles outlined above in the 'Principles' subsection should be embodied. As guidance and orientation of public officials who are involved in the prevention and reduction of administrative burden, mainly legal officials and policy planning officials, the guiding questions highlighted in Annex 4 will serve. Depending on the process, *ex-ante* or *ex-post*, these questions will be used by all public officials who are involved in the drafting of public policies (legal officials and officials for drafting and coordinating policies).

For those analyses or reforms that require the amendment of many laws for the same purpose, the 'omnibus' technique will be applied **which is simpler, clearer, more effective, and brings quick results and reduces the administrative burden on the work of the Government and the Assembly.**⁹ This will be followed by measuring the cost after reducing the administrative burden, by means of SCM.

Also, during the process, the '**one in, one out**' method will be initiated, which serves to prevent and reduce the administrative burden. A plan and analysis will be initiated for this, to identify the mandatory information which can be subjected to this method more quickly. After identifying this mandatory information, then in any case that the line ministries propose legislation that contains mandatory information, with the necessary argumentation, the removal of the old will be required for the acceptance of the new. To accelerate the implementation of this method, the same will be discussed together with the ministers in the Strategic Planning Committee.

Finally, in order not to facilitate the work of legal reading and reference, the tool of consolidation of primary and secondary legislation will be applied.

⁹ The connection of the reduction of the administrative burden with the process of legal harmonization of special laws with the LGAP and the connection of the mitigation of the administrative burden with the general reform of inspections, is emphasized in the *Concept Document on the Reduction of the Administrative Burden*, p. 21-22, as approved with the Decision No. 03/05 dated 06 March 2020. However, after discussions with the Legal Office of the Prime Minister's Office, it is planned that this unification of processes will not happen, but a single law will be drawn up for the simplification of permits and licenses at the central level, using the 'omnibus' technique.

2. *EX-ANTE* & *EX-POST*: prevention and reduction of administrative burden

In order to prevent and reduce the administrative burden, good, integrated and organic planning and coordination of the types of public policies in a single place within the OPM, as well as good cooperation with line ministries, is necessary. Efforts to prevent and reduce the administrative burden are necessary and will be fully integrated into the local regulatory circular. Although the *ex-ante* and *ex-post* processes are conceptually different from each other, they are placed in a single chapter, for the reason that the means that can be used in these two are in most cases the same and their separation could constitute textual duplication, although not so substantive.

2.1. Processes

Throughout the regulatory circular in Kosovo, the main phases are the *ex-ante* phase and the *ex-post* phase, while the main policy-making processes are the public policy development process, the public policy implementation process and the public policy review process. For this purpose, the prevention and reduction of the administrative burden are part of the three policy-making processes, the integration of which will be done through the application of the principles, the use of means and methods for the prevention and reduction of the administrative burden, explained in the following subsection.

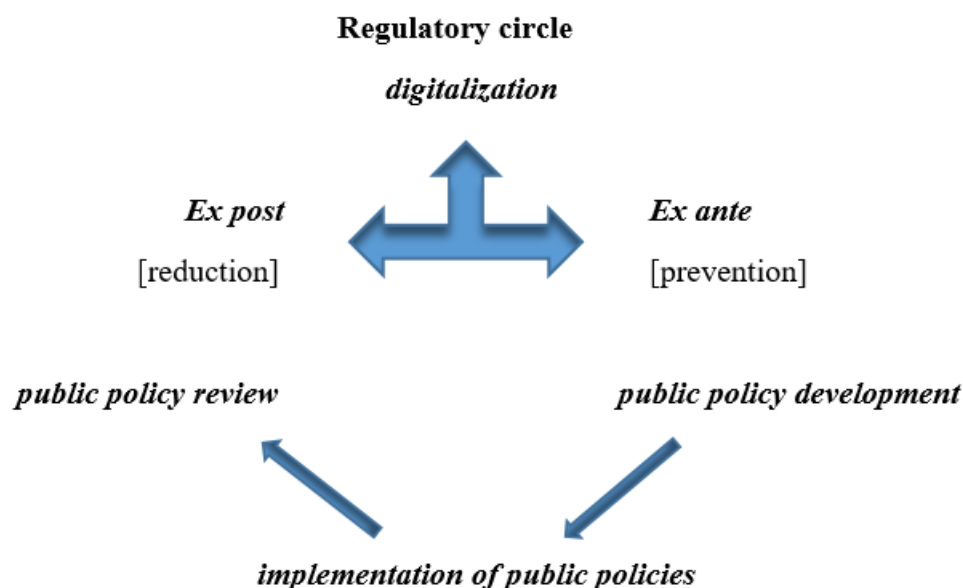


Figure 2: The regulatory circular of policymaking in Kosovo

2.2. Means

The means for preventing and reducing the administrative burden are the means of better regulation, which serve for the development and revision of public policies. By means for better regulation, which are applied in Kosovo, the identification, prevention and reduction of the administrative burden will be done. Consultation, communication and digitization are some of the other means that contribute to the prevention and reduction of the administrative burden, highlighted below, as separate chapters of the Programme.

2.2.1. Standard Cost Model

The reduction of the administrative burden created by the legislation is **quantified** through the Standard Cost Model (hereinafter SCM). SCM can be used in both phases, i.e., *ex-ante* phase for prevention and *ex-post* phase for reduction. SCM is a **neutral means** to the legislation, that assesses the administrative costs related to the implementation of the legislation, provides information on the efficiency of the implementation of the legal provisions, **does not address whether** the information and data required are reasonable, whether the legislation **is necessary** and whether the stock of the current administrative burden **justifies the benefits**. Therefore, for the selection of elements for simplification (before or after quantification), it is necessary to make a test of proportionality and the current readiness of the public administration, through the guiding questions highlighted in Annex 4.

When there is no data on the volume of the administrative burden, **then the measurement can be done parallel to the changes in the legislation, or after approval, when the results are also measured**, broken down into percentages of simplification, savings, time, etc. If results are not measured, then success cannot be distinguished from failure. In order to adapt to the needs and prioritization of the Program, **SPO updates the SCM and the guideline** for its use. However, SCM is a flexible means that can be simplified, can be adapted to local needs and to the elements for reducing the administrative burden, highlighted above, in the subsection 'Definition and elements', but SPO will take care that this simplification or adaptation will not have an effect on the quality of measurement and analysis. All rules, divisions and other aspects for quantification needs are explained in the SCM guideline and in the excel or electronic file, which enables generic calculation, according to the standard formula.

2.2.2. Regulatory impact assessment

The prevention and reduction of the administrative burden will be done during the drafting of concept documents through the **regulatory impact assessment**, as a mean that represents the empirical element or the data base for the design of public policies, especially legislation. Before the approval of the concept document by the Government, at the stage of issuing the opinion, SPO examines the concept document, if the option recommended in the concept document has also included the regulatory impact assessment on administrative burden for citizens and

businesses, so that the **new legislation or revised existing legislation does not have unnecessary administrative burden**. The quantification of the administrative burden during the regulatory impact assessment, both for *ex-ante* phase for prevention or *ex-post* phase for reduction, will be done through the use of SCM.

The application of SCM for the prevention of administrative burden in case of new legislation for issues that previously had no regulation is rarer and more difficult. For this purpose, the best way, and in some cases, the only way to prevent the administrative burden in the new legislation, that contain mandatory information for businesses and citizens, is the analysis of good practices of other countries and the application of principles for reducing the administrative burden. After quantifying the administrative burden in the existing legislation during the regulatory impact assessment for the selection of the elements that create unnecessary administrative burden and should be removed, the **guiding questions** highlighted in Annex 4 should be taken into account.

In order to adapt to the principles, elements and prioritization of the Programme, but also to other needs and requirements, the **OPM reviews and updates the rules and guidelines** for drafting concept documents.

2.2.3. *Ex-post* evaluation of legislation

The *ex-post* evaluation of legislation is the review of legislation in force for adequacy, efficiency, effectiveness, coherence, impact and sustainability during implementation. For this reason, it is more complex and used less often. *Ex post* evaluation as a means of good regulation can also be used to reduce the administrative burden. For this purpose, in the evaluation of the effectiveness of the legislation during implementation, the evaluation of the administrative burden of the mandatory information contained in the legislation will also be done. For the quantification of the administrative burden during the *ex-post* evaluation of the legislation, SCM is used.

In every case that it turns out that the evaluated legislation contains an administrative burden, then the *ex-post* evaluation of the legislation must contain the recommendation for its reduction and the evaluation of the results, after its reduction. As appropriate, the OPM helps the institution responsible for the *ex-post* evaluation of the relevant legislation **for the use of SCM**, whereas LO controls and requires that the *ex-post* evaluations also contain the analysis and recommendation for reducing the administrative burden and the implementation of the recommendation in the legislation. After the quantification of the administrative burden in the existing legislation, during the *ex-post* evaluation of the legislation, for the selection of elements that create unnecessary administrative burdens and should be removed, the **guiding questions** highlighted in Annex 4 should be taken into account.

2.2.4. Explanatory memorandum

Explanation and justification of legislation is one of the main pillars for the understanding of legislation by decision makers and practitioners. For this reason, the explanatory memorandum (hereinafter EM) is a very useful tool in the process of preventing and reducing the administrative burden. For each legal act, for which the regulatory impact evaluation will not be carried out in advance, then the EM will contain the elements of the regulatory impact evaluation, where the **mandatory part** will be the emphasis on the reduction of the administrative burden. The proposing institution will emphasize the aspect of reducing the administrative burden, of course, where this approach is applied according to the type of legislation and where the principles for reducing the administrative burden are valid. EM will contain the explanations for the harmony of the draft law and the concept document, as well as the justification for the inconsistency of each other. Among other things, the EM will also contain the justification for the method or technique used for legal drafting, such as the use of the 'omnibus' for legal harmonization, that reduces the administrative burden for the Government and the Assembly, as well as enables the rapid achievement of planned changes or reforms. The EM will be forwarded together with the legislation to the Government and the Assembly. SPO in cooperation with LO, will update the guidelines for the drafting of the EM.

3. Digitization and reduction of administrative burden

The traditional concept of service delivery focuses on the public administration, a concept that leaves aside the demands and experiences of citizens and businesses. The Program's approach recognizes and is based on e-government with the user at the centre and on real events, taking into account the needs and experiences of the user. It should be emphasized that **digitization, in itself, reduces, but not significantly, the administrative burden and does not necessarily improve the efficiency and effectiveness of public administration, if administrative simplification is not applied first.** Proper digitization means fewer administrative 'walks', less paper, fewer scans, less expenses, less need for clarifications and more time for other activities. For this reason, in order to achieve its end effect, digitization must be preceded by the administrative simplification of the procedure for obtaining mandatory information. However, taking into account the complexity of the legal framework in the country, as well as processes that can take time, such as the process of preparing legal acts, then it is possible to proceed with digitization before administrative simplification, with proper planning of simplification in the future.¹⁰

Thus, **proper** digitization increases citizens' trust in public administration, increases accountability and transparency, increases citizens' involvement in the work of public administration, improves access by marginalized groups and contributes to environmental protection. For this purpose, digitization will be applied in the simplest way possible, easy and quick to use, avoiding physical appearance in public administration, testimonies, verifications by the party and printed paper. **Therefore, the legislation should be drafted in such a way that it enables and not hinders digitization.**

Through the E-Kosova platform, the **principle of "a single window"** will be applied, where **all** digitized services will be published, while all other electronic platforms through which services are offered will be connected to E-Kosova, following the **'single sign-in' principle**, which means that the user can sign in any system with a single account, where services will be provided 24/7. In E-Kosova, the principle of 'single window' and the principle of 'single sign-in' will be continuously applied, and the same will contain all the means of good communication, highlighted below, in the chapter 'Consultation and communication'. The E-Kosova platform will be connected to all public registers, in such a way that for each service integrated in it, the same data will be used, so that the user does not need to repeat the information actions towards the public administration. The E-Kosova platform will also include the electronic payment method, documents with an electronic seal, etc. Another aspect that contributes to reducing the administrative burden is the use of electronic signatures, which the public and the public administration itself must be aware of. However, the necessary orientations and actions for this aspect will be placed in the PARS, SEG and other strategic documents.

¹⁰ This has been proven in the case of the service of continuing car registration, as a priority service in this Program for simplification, expressed in measure 2 of the Action Plan.

4. Capacity building

In order to implement the Program, the capacities of the coordinating and implementing officials must be built continuously, starting with the officials of the OPM and those of the line ministries. For this purpose, the combined approach will be followed and the **administrative burden training module** will be developed, which will be a **combination of the main components for preventing and reducing the administrative burden**: SCM, regulatory impact assessment, principles of general administrative procedures and legal drafting.¹¹ These components **are accompanied by conceptual parts**, such as the definition of the administrative burden and digitization in function of the administrative burden. It should be borne in mind that the *ex-post* evaluation of legislation is one of the best regulation means and can only be used to reduce the administrative burden. However, because the *ex-post* evaluation of legislation is done less often and is more of a priority selection, it is left out of this module, although the same rules for reducing the administrative burden, as in the case of the regulatory impact assessment, also apply during the *ex-post* evaluation of the legislation.

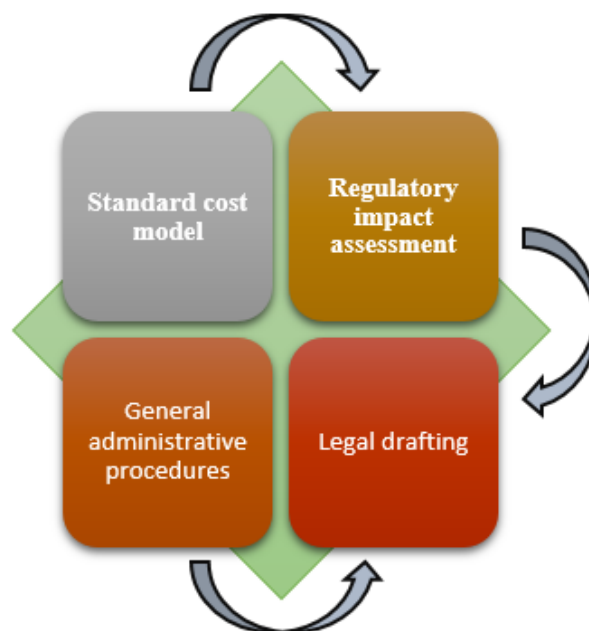


Figure 3 Training components and their interrelationship

Participation in the training will be combined, which means that officials with **different functions** will attend the **same training** at the same time, where challenges, problems, questions, lessons and experiences are shared between them. The combined approach to capacity building, which **motivates interactivity**, makes the training useful for creating institutional sustainability in order to prevent and reduce administrative burden. This approach will serve, among other things, to raise public officials' awareness of the administrative burden process, from beginning

¹¹ Although each of these components has its own special training module, they are general and do not focus on AB, according to the analysis carried out by SPO.

to end, as well as its importance and impact on the economy and society. The training will be accompanied by guidelines and practicals prepared by the OPM, in cooperation with other relevant institutions, so that trained officials have a means they refer to during their daily work, in order to prevent and reduce the administrative burden. Training will be organized according to institutional prioritization, no more than two trainings per month and no less than three days per training. The training will be followed by a knowledge test, at the beginning and at the end of the training, to assess the impact of the training. Likewise, the training will be conducted **electronically**, so that interested public officials and the public have the opportunity to be trained and aware of the main aspects of the administrative burden. The electronic version will also have the form of testing and certification, electronically and will be displayed online.

5. Consultation and communication

Properly organized consultation and communication are means for better regulation of public activation and involvement in policy development and they raise awareness of administrative burden and the results of its reduction. Communication and promotion of the good results of reducing the administrative burden will be made as simple as possible and with the user at the centre. Well-organized consultation and communication, as well as raising awareness in the right way, improves reputation, increases trust and changes the perception of public administration and public officials.

Internal communication is a good way to better understand and coordinate the process of preventing and reducing the administrative burden, which affects the knowledge, behaviour, responsibility and innovation of public officials. Therefore, in order to raise awareness of the administrative burden and create a sustainable administrative culture for policy development and better service delivery, **a combined approach between public activation and training and communication of public officials** will be used.

5.1. Focused consultation

Good public policies are developed through the involvement of as many parties as possible who are affected by that policy. For this reason, the organization of consultation with the relevant parties that are affected by the policies is one of the essential elements in preventing and reducing the administrative burden. The proposing body should gather in the focused consultations the groups that are affected by public policy, such as during the drafting of strategies, concept documents, etc., based on real events. Real events often reveal the hidden effects of legislation. The aspects that should be discussed with the focus groups on the administrative burden are the mandatory information, the documents required to provide the mandatory information, the validity of the mandatory information, the costs, time and other issues that constitute the administrative burden, according to the approach established with this Program.

Focused consultation will be done with clear and concise public policy documents, appropriate targeting, appropriate and accessible calls for input, sufficient time and publication of input and results. For ensuring and conducting focused consultation, line ministries and OPM include and seek the opinion of focus groups, preferably for each proposed policy. For this, the methodologies of strategic and policy documents, as well as EM, should emphasize, among other things, the aspect of focused consultation. In case of any review or major change of the sector, which follows with rigorous legal changes or the development of relevant legal packages, the **OPM** can request the organization of meetings of the **relevant mechanisms for economic development**, in order to carry out the **public-private dialogue** between the Government and the business community, in order to identify the administrative burden and prevent and reduce it.

Some of the guiding questions that serve to identify the focused public are the following:

- Who is affected by the public policy and the mandatory information proposed therein?
- Who implements the public policy and the mandatory information proposed therein?

The means that will be used for the focused consultation to prevent and reduce the administrative burden are questionnaires, interviews, SMS, roundtables, conferences, and various other innovative means.

5.2. Communication

Communication will be clear and it will clarify the Government's proposals and results, in order to prevent and reduce the administrative burden. The public will be informed about aspects that save time and money in receiving services from the public administration. Considering the great technological and media development, the preferred means of the public remain social media, television and the Internet. Because of this great diversity, communication must be comprehensive, simple and effective, allowing the public to form their own impressions of good results. Communication will be oriented towards the user, by linking the results of the reforms with the experiences of the users, how they improve the quality of life and their daily activity, avoiding descriptions that follow formality and administrative complexity.

Communication for the prevention and reduction of the administrative burden will be carried out through the message and political appeal, the organization of events, printed materials, various videos and through electronic platforms that provide services, which will not only contain statistical data, but results and benefits of the focused group.

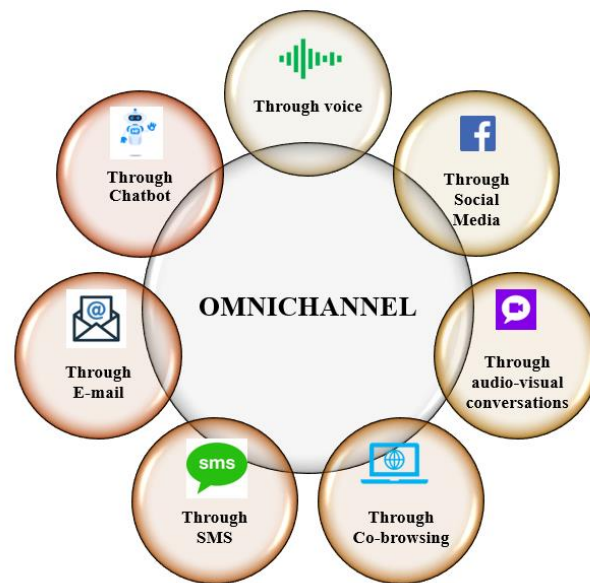
The communication of the results of the reduction of the administrative burden **through the message and the political call will be made by the Prime Minister, the Deputy Prime Minister and the Ministers**, depending on the importance and ownership of the reform. Their messages and calls can be in the form of social media posts, media interviews and short videos that appear in the media and internet, which will be well prepared and with clear political messages. The OPM platform will contain **a window or a special column for administrative burden**, which serves for information and promotion.

The organization of various events in the form of meetings, conferences, seminars, workshops, surveys and roundtables, with different groups **of young people, the elderly, representatives of businesses, civil society, public officials, students, farmers, gastronomists, etc., will be held by the political level and the civil service**. These organizations will be covered by the media or by various online platforms. For the best promotion of the results of reducing the administrative burden, the organized events will be accompanied by various communication materials, such as brochures, leaflets, banners, manuals, etc.

Based on real events and the effect of reducing the administrative burden, **various animated videos** will be created, which will be displayed in the **media, the Internet and on electronic platforms of the public administration that provide services**. Animated videos will not be in **descriptive** format, but in **explanatory** format, translated into **three languages**. To promote and

facilitate the provision of services electronically, the E-Kosova platform and other platforms will be oriented and will try to implement the following principles:

- *Self-assistance or digital self-service*, which allows citizens to be completely autonomous on a website and find solutions without the need for further walking and research. For this purpose, among other things, AIS is obliged to, for each service offered electronically through the E-Kosova platform, contain 'frequent questions', which can be updated based on complaints, comments and ideas from users.
- *Omnichannel*, which offers a complete and comprehensive approach to support users for receiving services from the electronic platform.



- ❖ *Voice communication*, which allows users to chat with platform maintainers over the phone. This form is very useful for the elderly and marginalized groups.
- ❖ *Social media*, which allow users to choose the type of media they know how to use. This form is used more by young people.
- ❖ *Chatbot*, enabled by automated programs, which have quick solutions to simple problems.
- ❖ *SMS*, which allows users to solve problems and challenges textually over the phone. This form is used more by the elderly and marginalized groups.
- ❖ *E-mail*, which allows users to explain problems and challenges in detail. This form is used more when the problems and challenges are complicated and is considered the most reliable form of communication.
- ❖ *Co-browsing*, which allows users to better understand the use of the system. This form is most often used when the service is received for the first time.

6. Coordination of the Government with the Assembly and Municipalities

For the smooth running of the process of reducing the administrative burden, the coordination of the Government with the Assembly and the municipalities is necessary. Coordination with the Assembly is necessary for achieving results, while coordination with the municipalities, among other things, is necessary for the implementation of changes as well. The first Deputy Prime Minister of the Government is responsible for communicating with the Assembly to reduce the administrative burden.

In terms of coordination with the Assembly, in the legislation that does not include controversial political aspects, the Assembly commitment will be higher, but with effective parliamentary supervision. Among other things, cooperation with the Assembly is necessary to reduce the administrative burden on legislation and mandatory information caused by regulatory agencies.¹²

An important aspect of coordinating the reduction of the administrative burden between the Government and the Assembly is the amendment of many laws with a single 'omnibus' act. Since we are dealing with a major reform which has major effects on the lives of citizens and on the activities of businesses, the Assembly must be notified in a timely manner and the intervention should be explained to them, in order to avoid possible misunderstandings and delays. Therefore, before the legislation goes to the Assembly for major reforms and through the 'omnibus', then meetings will be organized with the relevant parliamentary committees, so that the reform is well coordinated and there are no unnecessary delays.

In terms of coordination with the municipalities, it should be taken into account that the administrative burden on services provided by the municipalities, in an extremely large percentage, is caused by the legislation drafted and approved at the central level. Therefore, their involvement in the working groups, informing, training and raising the awareness of municipal officials on the interventions in order to reduce the administrative burden, are necessary. **Each municipality will designate a person responsible for the administrative burden, so that the latter communicates with the public administration and the public** about the results achieved. Moreover, the persons responsible for the administrative burden in the municipalities will be part of the trainings, which will result in enhancing their capacities and raising awareness for reducing the administrative burden.

¹² In the framework of the analysis of the administrative burden, the Action Plan includes the analysis of mandatory information within the regulatory agencies. See the first measure within the Action Plan.

7. Implementation, monitoring, evaluation and reporting

7.1. Political coordination

The **First Deputy Prime Minister of the Government** is **politically responsible** for the successful implementation of the Program. To this end, the First Deputy Prime Minister will be committed to advancing the measures in the Program for reducing the administrative burden, asking the ministers and their deputies for political commitment and dedication.

The inter-institutional structure at the political level responsible for the successful implementation of the Program is the **Strategic Planning Committee** (hereinafter SPC). The SPC meetings are attended by ministers who should be informed and asked to implement measures to reduce the administrative burden, according to the Program.¹³

At SPC meetings, **decisions and recommendations can be made** for the implementation of the Program, as well as solutions to challenges and problems in the process can be requested.

7.2. Professional coordination

For the successful implementation of the Program, there are two types of coordination at the civil service level, i.e., **structural coordination and regulatory coordination**.

Structural coordination can generally be summarized in the following trinity:

- **Strategic Planning Office** is responsible for planning the administrative burden, coordinating, monitoring, evaluating and reporting the implementation of the Program, measuring or quantifying the administrative burden, as well as other aspects highlighted in this Program.
- **Legal Office** of the Office of the Prime Minister, is responsible for the legal review of all legal acts in order to prevent and reduce the administrative burden, before they are approved by the Government or the relevant ministers.
- **Agency for Information Society**, in cooperation with other institutions, is responsible for the coordination of the process of digitizing the administrative services and their placement on the E-Kosova platform, as well as for other aspects highlighted in this Program.

To facilitate the work of coordination and breakdown of institutional responsibility from top to bottom, in the framework of structural coordination, these coordinating categories will also be established and serve:

¹³ See Government Decision 04/12, dated 09.07.2020 on the subject of the Strategic Planning Committee. The SPC is chaired by the Prime Minister, but according to the legislation in force, the First Deputy Prime Minister can chair the SPC for specific issues, such as the administrative burden.

- **Official responsible for administrative burden** across line ministries and relevant executive agencies, appointed by decision of the Secretary General of the line ministry. The appointment of an official responsible for administrative burden is also necessary in some of the executive agencies, therefore, based on needs and assessments, the executive agencies will appoint the same. The person responsible in line ministries can be an official of **the legal department or the department for European integration and policy coordination**. In case it is deemed necessary and based on institutions, two responsible officials can be appointed. Also, the person responsible for the administrative burden will be appointed in each municipality.
- **The inter-ministerial council for the prevention and reduction of the administrative burden, as a government body, that evaluates and takes care of the implementation of the Program**, as well as provides solutions for challenges and problems, before they pass for political coordination. Members of Inter-ministerial council will be all the **responsible persons** selected for administrative burden and regulatory impact assessment in line ministries and relevant subordinate executive agencies. The members of the government body **meet according to the sectors and topics that are discussed**. Among other things, in the government body, the persons responsible for administrative burden in municipalities can be invited as members, while in the capacity of observers and supporters, **experts in relevant fields for administrative burden, civil society, the business community and representatives of development partners can be invited**. The responsibilities and duties of the government body are defined by the decision of the Government.

Regulatory coordination can be summarized in general, in the following aspects:

- In case the legislation (new or revised) in the drafting process was preceded by a concept document or *ex-post* evaluation of the legislation, then, if possible, **a number of the same officials who have drafted the concept document** or the *ex-post* evaluation of the legislation participate in the working group for drafting the legislation;
- The working group for drafting legislation **includes the person responsible for administrative burden** and regulatory impact assessment in the proposing institution;
- During the preliminary consultations, **LO will examine the new legislation in order to reduce the administrative burden**, according to the approach established in this Program and will give its recommendations for changes. In case the proposing institution insists on the provisions that create an administrative burden, they must be well justified in the EM;
- During the preliminary consultations, for the new legislation or the existing revised legislation, SPO and LO, together will examine the same **on the compliance with the concept document** that preceded it (if any) and will give its recommendations, according to the approach established in this Program. In case the proposing institution insists on

changes that are not in line with the concept document that preceded it, then this should be well justified in the EM, by integration of the regulatory impact assessment for new changes;

- During the preliminary consultations, LO will review the existing revised legislation in terms of compliance with the recommendations arising from the *ex-post* assessment of the legislation (if any);
- Prior to the adoption of legislation by the Government or the Minister, in case new or revised legislation creates an unnecessary administrative burden and is inconsistent with the concept document or *ex-post* evaluation of the legislation, and this is not sufficiently justified in the EM, **LO and SPO issue negative**, well-argued **opinions**, recommending to the Government or the Ministry not to adopt the proposed legislation

The department responsible for the administrative burden process is the Strategic Planning Office, while regarding the function of coordinating concept documents, they will continue to be coordinated in the Secretariat of the Office of the Prime Minister, but the concept documents that are estimated to be examined in the context of the administrative burden should be initiated, examined and approved in cooperation with the SPO. Also, concept documents that will be drawn up only because of the administrative burden process, will be initiated, coordinated and headed by the SPO. Responsibilities for abovementioned functions can be changes through internal organisation of Office of the Prime Minister and ministries.

These general aspects of regulatory coordination, but necessary for the successful implementation of the Program, **will be translated into legal provisions in the Rules of Procedure of the Government (hereinafter RPG) and concrete instructions in the relevant guidelines**. The SPO may amend the guidelines for the use of **better relevant regulation tools** so that they are appropriate for the implementation of the Program.¹⁴

The review and revision of the approach, goals, principles and prioritization of the Program and Action Plan are changed according to **needs, assessments and circumstances**.¹⁵ For the needs of the implementation of the Program, **SPO**, together with other institutions, can **develop concrete plans**, which are attached to the Program. The same can be **approved in the SPC or in the Government**, depending on the nature of the actions in the specific plan. For the successful implementation of the Program, SPO will take care that the actions in the AP of the Program **are part of the annual operational planning, as concrete objectives and actions**.

For the implementation of the Program as a whole, **the assistance of development partners will be coordinated and requested**. For the implementation of the measures and actions of the Program, the assistance and engagement of **experts, students** may be requested, depending on the topic and priority. The last category can be especially helpful for **interviewing the parties**

¹⁴ Actions to amend the RPG and the relevant guidelines are also planned in PARS, as, in addition to changes in order to prevent and reduce the administrative burden, they are updated for other needs within the policy-making, according to local findings and recommendations of international institutions, such as SIGMA.

¹⁵ The Program or Action Plan can be revised depending on the circumstances. It should be noted that aspects planned in the Program, such as the digitization part, can be transferred and further advanced in the Strategy for Electronic Governance.

and measuring the baseline value of the administrative burden and field indicators, as well as other administrative aspects in order to implement the Program.

7.3. Coordination with development partners

Among the main development partners for the administrative burden process in Kosovo are the EU Office in Kosovo, GIZ and IFC. Consultation and cooperation with development partners is one of the key priorities highlighted in the Program. The main goal of the development partners is to create a stable platform for the administrative burden process, respectively for the simplification and digitization of administrative services, based on some principles such as those of the European Commission for electronic governance and the principles of local administrative procedure.

Coordination will be done through regular meetings, especially within the technical assistance project for the process of reducing and preventing the administrative burden, financed by IPA and the German government and implemented by GIZ. In the meetings of the Steering Committee, all partners who support the process will be invited and the tasks and activities that will be carried out by each partner will be divided.

7.4. The budgetary impact of the implementation of the Program

The budgetary impact of the Program for the Prevention and Reduction of the Administrative Burden 2022-2027 is considered to be **around 40 million euros**. The modality for the successful implementation of the Program and its connection with the budget is the connection of the administrative burden process with the Medium-Term Expenditure Framework and good coordination of the support of development partners.

Years 2022-2024

The implementation of the Programme for the year 2022-2024 is covered under the Action Plan 2022-2024, and these activities have a financial value of 14 471 682 euros, of which 4 600 204 euros are planned within the Kosovo budget of 2022 and in the Medium-Term Expenditure Framework for the years 2023-2024.

9 871 478 euros are commitments from development partners, which include the following partners: The European Union and the German Government through the project implemented by the German Agency for International Cooperation (GIZ) and the Swiss Government through

funds contracted by the Swiss Development Cooperation (SDC) and other partners. Therefore, the Action plan 2022-2024 and its costs are fully funded.

Years 2025-2027

The indicative evaluations for the second part of the implementation of the Program, for the years 2025-2027 have a value of **indicatively 25 million euros**. These financial means are necessary for the continuation of the simplification and digitization of administrative services at the central and local level, during the years 2025-2027, and other aspects that are directly related to the reduction of the administrative burdens.

Financial gap

The financial means of **25 million euros for the years 2025-2027**, which are necessary for the implementation of the second part of the Program, are not yet foreseen in any budgetary documents and there are no secured commitments from donors at this early stage.

The implementation of the cost recovery principle, embodied in Article 12 of the Law on General Administrative Procedure will entail a reduction or elimination of payments for obtaining certain services. The estimated foregone revenues from the implementation of this principle is will amount to **indicatively 2 million per year in total** at both central and local levels. While it is difficult to estimate exactly the revenue gap on a yearly basis stemming from the implementation of this principle, it can be estimated that by the end of the Program, in 2027, own source revenues at the local level for example may decrease by more than 10 million euros.¹⁶

Therefore, at the moment, **25 million euros for the implementation of the Program from 2025 onwards and 10 million euros of decreased revenues** from the elimination or reduction of payments for administrative services, **the estimated financial gap for the implementation of the Programme is approximately 35 million euros**.

Some investments and activities, which will have an impact on some of the foreseen activities in the current Programme, are not included in this Programme and its costing, as these activities are foreseen to be included in the e-Government strategy.

¹⁶ Based on the General Revenues of the Government, reported in the Government Accounts by the Statistics Agency of Kosovo (<https://ask.rks-gov.net/sq/agjencia-e-statistikave-te-kosoves/ekonomi/llogarite-qeveritare>), payments for administrative services are included in category P131 Payments for non-government products (sales). This category is divided based on the European System of Accounts 2010 (ESA 2010). Considering various aspects, such as the registration of new businesses, the validity of services, etc., as well as the lack of detailed breakdown of these revenues, it is difficult to establish as an indicator. However, the reduction of the budget, as a result of the elimination or reduction of the amount of payments for receiving services, will be calculated at the moment of measuring the savings after reducing the administrative burden, as presented in Indicator 1 of the general goal in the Action Plan (for more see Appendix 5 – Passport of Indicators).

Ensuring the funding for Program implementation

Ensuring the budget for the implementation of the Program will be done through the inclusion of actions planned in the Program in the Medium-Term Expenditure Framework for the following years until 2027. Line ministry budget allocations combined with the support of development partners will enable the successful and timely implementation of the Program.

For the successful and timely implementation of the Program, the IPA funds will also be considered through sectoral budget support, where the achievement of the relevant indicators brings direct budgetary funds. Such funds disbursed into the budget, after reaching relevant indicators for simplification and digitization of administrative services, based on budget estimates but also discussions in the Commission for Strategic Planning, should preferably be allocated for the for the simplification and digitization of administrative services.

7.5. Monitoring, evaluation and reporting

Monitoring the implementation of the Program will be conducted in several ways, according to hierarchy or institutional responsibility. **The SPO will be the main body for monitoring the Program as a whole, preparing reports according to the legal deadline and upon request.**

The **government body**, for prevention and reduction of administrative burden, will discuss the level of implementation of the Program in **six-month periods**, which will be presented to the SPO as evidence that serves for the preparation of reports. This monitoring will focus on (1) the implementation of the necessary actions foreseen in the action plan, such as the establishment of working groups, the implementation of the recommendations outlined in this chapter, as well as other technical aspects that have an impact on the progress of the Program, and (2) achievement of the results of reducing the administrative burden.

SPO through monthly half-year reports from government bodies, will prepare semi-annual reports and an annual report. **The annual report will be presented and approved by the SPC.** All aspects of the Program, including reduced administrative burden, results of local surveys, international indexes or reports of credible institutions, related to administrative burden, will be presented in the report. In this regard, the SPO will use the reporting period for the operational planning of the work of the Government, in case the actions of the Program are part of it, **in order not to duplicate the reporting of officials and so that the data do not contradict each other.**

In accordance with the systemic approach of the Program, the report will also contain other results integrated in **other strategic documents**. These results directly or indirectly reduce the administrative burden. To this end, the annual report will contain the results of reducing the administrative burden such as the percentage of burden reduction, savings, time and setbacks,

challenges, problems and recommendations, which will be taken into account by institutions, working groups and government bodies.

Furthermore, as far as possible, the SPO will include in the report the actions and results of preventing the administrative burden. The identified setbacks, challenges and problems will be presented to the SPC, so that the Prime Minister, the First Deputy Prime Minister and the Ministers are informed about the process, progress and push forward the necessary actions for the implementation of the Program.

The evaluation and change (if necessary) of the Program will take place after the expiration of the term of the Action Plan, after the review in the SPC, while the evaluation and change of the Action Plan will take place every last quarter of the second year. The details and instructions needed to monitor and report on the implementation of the Program will be provided **through the general guideline on administrative burden** developed by the SPO.

ACTION PLAN 2022-2024

No.	General purpose	Baseline value 2022	Goal 2023	Goal 2024	Outcome				
Prevention and reduction of administrative burden									
1	Indicator: <i>Cumulative savings of citizens and businesses after reducing of the administrative burden</i>	0	>1 mil. €	>6 mil. €	The savings of citizens and businesses have increased as a result of reducing the administrative burden, savings which can be oriented to other areas of the economy.				
2	Indicator: <i>Business licences and permits</i>	2.7	3	>3	The administrative burden for obtaining a license from the business side is lower.				
Nr.	Measures, indicators and actions	Baseline value 2022	Aim 2023	Aim 2024	Outcome				
1	Simplification and digitization of public administrative services at the central level								
1	Indicator: <i>Number of administrative services, simplified</i>	44	>150	>250	Administrative services at the central level simplified, consuming less cost and time.				
2	Indicator: <i>Number of administrative services, digitized</i>	0	>50	>150	Applying for services digitally, through the E-Kosovo platform, is more qualitative and more accessible.				
3	Indicator <i>Social schemes in MFLT, digitized</i>	2	12	28	Social schemes in MFLT digitized and displayed in E-Kosova.				
4	Indicator <i>The percentage of businesses that use electronic invoices in relation to businesses that have a legal obligation</i>	0	30%	90%	Facilitation of doing business through the involvement of businesses in issuing electronic invoices.				
5	Indicator <i>The number of businesses fiscalized through the cash management software platform</i>	0	>8000	>15000	Raising revenues and efficiency in declaring taxes, as well as reducing the administrative burden for businesses through the gradual elimination of fiscal cash registers.				
6	Indicator <i>The number of TAK administrative services integrated in E-Kosova</i>	0	5	15	The E-Kosova platform enriched with the administrative services of TAK, following the "one-stop-shop" principle.				
No.	Action	Deadline	Budget			Source of financing	The leading and supporting institution	Output	Reference to documents
			Year 1	Year 2	Year 3				

1.1	Implementation of recommendations for simplification of administrative services of MAFRD ¹⁷	Q4 2023	16,168	24,672	/	BRK, Financing from donors	LO/MAFRD	Simplified administrative services according to the analysis approved by the GRK, in Annex 1.	Government Program 2021-2025 [2.4 Governance], Concept Document on reduction of the administrative burden; and European Reform Agenda – ERA II
1.2	Implementation of recommendations for simplification of administrative services of MESPI	Q4 2023	16,168	24,672	/	BRK, Financing from donors	LO/MESPI	Simplified administrative services according to the analysis approved by the GRK, in Annex 1 and Annex 2 ¹⁸ .	Government Program 2021-2025 [2.4 Governance], Concept Document on the reduction of the administrative burden; and Analysis approved by the GRK through Decision No. 03/50, dated 23.12.2021.
1.3	Implementation of recommendations for simplification of administrative services of MoH	Q4 2023	16,168	24,672	/	BRK, Financing from donors	LO/MoH	Simplified administrative services according to the analysis approved by the GRK, in Annex 2.	Government Program 2021-2025 [2.4 Governance]; and Analysis approved by the GRK through Decision No. 03/50, dated 23.12.2021.
1.4	Implementation of recommendations for simplification of administrative services of MIA	Q4 2023	16,168	24,672	/	BRK, Financing from donors	LO/MIA	Simplified administrative services according to the analysis in Annex 2.	Government Program 2021-2025 [2.4 Governance]; and Analysis approved by the GRK through Decision No. 03/50, dated 23.12.2021.
1.5	Conducting analysis for simplification of administrative services of MESTI, MoJ, MFLT, MCYS and ME	TM4 2022	23,084	/	/	BRK, Financing from donors	LO/line ministries	Analysis with recommendations for simplification of administrative services of MESTI, MoJ, MFLT, MCYS and ME,	Government Program 2021-2025 [2.4 Governance]; and Economic Reform Program 2022 - 2024 [Reform 9 measure].

¹⁷ Due to the delayed and improper implementation of the reforms, as well as after discussions with the Legal Office of the Office of the Prime Minister, it has been decided that the Legal Office, supported by the International Financial Corporation - IFC, draft all legal acts according to the analyses and then send to the ministries as final, so that they can consult and approve the same. This comment is valid for all actions, from 1.1 to 1.8.

¹⁸ Annex 2 was approved at the 50th Meeting of the Government of the Republic of Kosovo through Decision No. 03/50 dated 23.12.2021.

								approved by the Government. ¹⁹	
1.6	Implementation of recommendations for simplification of administrative services of MESTI, MoJ, MFLT, MCYS and ME	Q2 2024	30,794	43,176	21,558	BRK, Financing from donors	LO/Line ministries	Simplified administrative services according to the analysis approved by the Government with recommendations for simplification of AP of MESTI, MoJ, MFLT, MCYS and ME.	Government Program 2021-2025 [2.4 Governance]; and Economic Reform Program 2022 - 2024 [Reform 9 measure].
1.7	Conducting analysis for simplification of administrative services in ERO, IMC, ICMM, RAEP, CBK, KSAA and CAA	Q2 2023	53,878	62,756	/	BRK, Financing from donors	LO/Regulatory agencies	Simplified administrative services according to the analysis approved by the GRK for AP of ERO, IMC, ICMM, RAEP, CBK, KSAA and CAA.	Government Program 2021-2025 [2.4 Governance]; and Economic Reform Program 2022 - 2024 [Reform 9 measure].
1.8	Implementation of recommendations for simplification of public administrative services of ERO, IMC, ICMM, RAEP, CBK, KSAA and CAA	Q4 2024	13,878	95,512	95,512	BRK, Financing from donors	LO/Regulatory agencies	Simplified administrative services according to the analysis approved by the GRK with recommendations for simplification of AP in ERO, IMC, ICMM, RAEP, CBK, KSAA and CAA.	Government Program 2021-2025 [2.4 Governance]
1.9	Updating the Central Registry of Permits and Licenses with the new changes	Q3 2023	/	4,626	/	BRK	LO	Updated CRPL	Government Program 2021-2025 [2.4 Governance]
1.10	Analysis for digitization of permits at the central level	Q4 2022	149,252	/	/	BRK, Financing from donors	AIS	Analysis for digitization of permits, completed.	Government Program 2021-2025 [2.4 Governance]; and Economic Reform Program 2022 - 2024 [Reform 9 measure].
1.11	Digitization of administrative services according to the analysis for digitization (1.10)	Ongoing	0	1,500,000	3,000,000	BRK, Financing from donors	AIS/LM	Digitization of administrative services and those located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]

¹⁹ The final analysis will be approved by the Government, as an Annex to the Program for the prevention and reduction of the administrative burden.

1.12	Digitization of procedures for subsidies in MAFRD	Q4 2023	/	330,000	/	BRK Financing from donors	MAFRD/AIS	Procedures for subsidies in the MAFRD, digitized and located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]
1.13	Digitization of services of social schemes in MFLT	Q2 2024	/	500,000	500,000	BRK, Financing from donors	MFLT/AIS	Procedures for social schemes in MFLT, digitized and located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]
1.14	Digitization of Employment Agency services	Q4 2023	/	500,000	/	BRK, Financing from donors	MFLT/AIS	Digitization of administrative services and those located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]
1.15	Digitization of the administrative services of the Tax Administration of Kosovo	Q2 2024	/	1,500,000	1,500,000	BRK, Financing from donors	MFLT/AIS	Digitization of administrative services and those located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]
1.16	Digitization of administrative services of Kosovo Customs	Q2 2024	/	1,000,000	500,000	BRK, Financing from donors	MFLT/AIS	Digitization of administrative services and those located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]
1.17	Digitization of the administrative services of the Kosovo Treasury	Q3 2024	/	/	500,000	BRK, Financing from donors	MFLT/AIS	Digitization of administrative services and those located in E-Kosova.	Government Program 2021-2025 [2.4 Governance]
1.18	Analysis for the development of the business passport	Q2 2023	/	4,626	/	BRK	MIET/SPO	Analysis for the development of the business passport completed.	Government Program 2021-2025 [2.4 Governance]
	Total Budget for Measure 1:		335,558	5,639,384	6,117,100				
	<i>Of which capital:</i>								
	<i>Of which current:</i>								
2	Simplification of selected administrative services based on real events								
1	Indicator: <i>Reducing the time required to complete the application procedure for selected services individually</i>	Current state is defined [2022]		20%	40%	Selected public administrative services take less time and are completed faster.			
No.	Action	Deadline	Budget			Source of	Leading	Output	Reference on

			Year 1	Year 2	Year 3	financing	and supporting institution		documents
2.1	Establishment of the working group for the preparation of legal acts and ensuring the implementation of recommendations for selected administrative services	Q3 2022	15,420	/	/	BRK	SPO/line ministries	Working group established by decision of the Government.	Government Program 2021-2025 [2.4 Governance]
2.2	Implementation of the recommendation for simplifying registration for the first time (R), continuation of registration (V) and change of ownership (P), of cars	Q2 2023	15,420	15,420	/	BRK	MIA	Simplified administrative services according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]
2.3	Digitization of administrative services for the first-time registration and change of ownership of cars	Q4 2023	/	90,840	/	BRK, Financing from donors	MIA/AIS	Administrative services digitized and accessible on the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]
2.4	Implementation of the recommendation for simplifying administrative services for construction permit – Category I and II	Q2 2023	15,420	15,420	/	BRK	MESPI	Simplified administrative services according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]
2.5	Digitization of administrative services for construction permit - Category I (C1) and Category II (C2) ²⁰	Q2 2024	/	130,840	/	BRK, Financing from donors	MESPI/Municipalities/AIS	Administrative services digitized and accessible on the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]
2.6	Implementation of the recommendation for simplifying the administrative service for obtaining the Certificate for the criminal past	Q2 2023	3,084	3,084	/	BRK	KJC	Simplified administrative service according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]
2.7	Full digitization of the administrative service for obtaining the Certificate for the criminal past ²¹	Q2 2023	/	43,878	/	BRK, Financing from donors	KJC/AIS	Administrative service digitized and accessible on the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]

²⁰ This service is quite complex and is closely related to the municipalities, since for the building permit it should be applied in the municipalities. Therefore, the digitization of this selected service can be preceded by a detailed analysis, and it can be done in one or several municipalities, as a pilot.

2.8	Implementation of the recommendation for the simplification of administrative services for the recognition of bachelor (B), master (M) and doctorate (PhD) degrees	Q1 2023	7,710	7,710	/	BRK	MEST	Simplified administrative services according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]
2.9	Complete digitization of administrative services for the recognition of bachelor's, master's and PhD degrees	Q4 2023	/	120,840	/	BRK, Financing from donors	MESTI AIS	Administrative service digitized and accessible on the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]
2.10	Implementation of the recommendation for the simplification of the administrative service for obtaining ID for persons aged 16-18 and those over 18	Q1 2023	7,710	7,710	/	BRK	MIA/CRA	Simplified administrative service according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]
2.11	Digitization of the administrative service for obtaining ID for persons aged 16-18 and those over 18	Q4 2023	/	90,840	/	BRK, Financing from donors	CRA/ AIS	Administrative service digitized and accessible on the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]
2.12	Implementation of the recommendation for simplifying the administrative service for obtaining the Tax Residency Certificate for citizens and businesses	Q1 2023	7,710	7,710	/	BRK	MFLT/TAK	Simplified administrative service according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]
2.13	Digitization of the administrative service for obtaining the Tax Residency Certificate for citizens and businesses	Q4 2023	/	60,840	/	BRK, Financing from donors	TAK/AIS	Administrative service digitized and accessible on the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]
2.14	Implementation of the recommendation for simplifying the administrative service for applying for an apostille stamp	Q2 2023	7,710	7,710	/	BRK	MFAD/SPO	Simplified administrative service according to the recommendations of the analysis in Annex 3.	Government Program 2021-2025 [2.4 Governance]

²¹ This action belongs to the Kosovo Judicial Council, which means that it does not belong to the intervention of the executive (Government). However, the working group for the drafting of the Program had a meeting with the KJC and they agreed that this action will remain in the AP and if necessary, the KJC will be supported by donors for the full achievement of this action. It should be noted that the KJC has already started the first procedures for the full digitization of the Certificate.

2.15	Digitization of the administrative service for the application for an apostille stamp	Q4 2023	/	130,840	/	BRK, Financing from donors	MFAD/AIS	Administrative service digitized and accessible on E-Kosova.	Government Program 2021-2025 [2.4 Governance]
2.16	Measuring results after simplification for evaluating goal achievement	Q3 2023	/	6,168	/	BRK	SPO	The results measured and placed in the annual report for administrative burden.	Government Program 2021-2025 [2.4 Governance]
2.17	Drawing lessons from the simplification and digitization of selected administrative services and updating modules and trainings with these lessons	Ongoing	6,168	6,168		BRK	SPO	Lessons learned and prepared for the needs of working groups	Government Program 2021-2025 [2.4 Governance]
2.18	Preparation of the plan and analysis for other selected administrative services	Q1 2023	/	6,168	/	BRK	SPO	Plan and analysis prepared and approved by the Government, as an Annex to this Program.	Government Program 2021-2025 [2.4 Governance]
	Total budget for Measure 2:		86,352	744,476	6,168				
	<i>Of which capitals:</i>								
	<i>Of which current:</i>								
3	Increasing institutional coordination and raising capacities for prevention and reduction of administrative burden								
1	Indicator: <i>Number of public officials trained for administrative burden</i>	0 [2022]	>200	>400		Relevant public officials of OPM, line ministries, relevant executive agencies and municipalities, trained to prevent and reduce administrative burden.			
2	Indicator: <i>All line ministries, relevant executive agencies and municipalities have designated the person responsible for administrative burden</i>	NO [Q2 2022]	YES [Q3, 2022]	N/A		All relevant institutions have designated persons responsible for administrative burden, who contribute and ensure the smooth running of the process of prevention and reduction of administrative burden.			
Nr.	Action	Deadline	Budget			Source of financing	Leading and supporting institution	Output	Reference on documents
			Year 1	Year 2	Year 3				

3.1	Designation of the responsible person in the line ministry and a responsible person in the relevant subordinate executive agencies, for prevention and reduction of administrative burden	Q3 2022	3,084	/	/	BRK	Line ministries and relevant executive agencies	Responsible officials designated by Decision of the General Secretaries.	Government Program 2021-2025 [2.4 Governance]
3.2	Designation of persons responsible for administrative burden in Municipalities	Q3 2022	3,084	/	/	BRK	Municipalities/ MLGA	Officials responsible for AB in the municipalities designated by decision of the mayor.	Government Program 2021-2025 [2.4 Governance]
3.3	Establishment of the inter-ministerial Council for the prevention and reduction of the administrative burden	Q3 2022	3,084	/	/	BRK	GRK	Government body established by Government Decision.	Government Program 2021-2025 [2.4 Governance]
3.4	Development of the calendar of meetings of the governing body	Q3 2022	3,084	/	/	BRK	Inter-ministerial council for prevention and reduction of administrative burden	Calendar of meetings of the governing body, approved by the governing body.	Government Program 2021-2025 [2.4 Governance]
3.5	Organization of government body meetings, according to the meeting calendar	Ongoing	2,056	6,168	6,168	BRK	Inter-ministerial council for prevention and reduction of administrative burden	6 meetings per year, held by the governing body, according to the calendar of meetings.	Government Program 2021-2025 [2.4 Governance]
3.6	Organization of the annual meeting with the relevant parliamentary committees to discuss the administrative burden	Ongoing	1,028	2,056	2,056	BRK	SPO	Annual meeting with the relevant parliamentary committees, held.	Government Program 2021-2025 [2.4 Governance]
3.7	Development of training module for administrative burden (including test plan and method)	Q4 2022	27,710	/	/	BRK, Financing from donors	SPO/KIPA	Module developed and ready for use.	Government Program 2021-2025 [2.4 Governance]; and Program for Economic

									Reforms 2022 – 2024 [Reform 9 Measure].
3.8	Development of the practicum for administrative burden	Q4 2022	12,710	/	/	BRK	SPO/LO	Practicum developed and distributed to the officials during the training, as well as to the working groups for the drafting of the legislation.	Government Program 2021-2025 [2.4 Governance]
3.9	Updating the concept document guidelines	Q4 2022	8,084	/	/	BRK, Financing from donors	SPO	Guideline for concept documents, approved by the Government.	Government Program 2021-2025 [2.4 Governance]; and Program for Economic Reforms 2022 – 2024 [Reform 9 Measure].
3.10	Updating the guidelines for Standard Cost Model and excel file, according to the Program approach	Q4 2022	12,710	/	/	BRK, Financing from donors	SPO	Guidelines for Standard Cost Model and excel file, approved by the Government.	Government Program 2021-2025 [2.4 Governance]; and Program for Economic Reforms 2022 – 2024 [Reform 9 Measure].
3.11	Development of Standard Cost Model electronic file	Q2 2023	12,710	/	/	BRK, Financing from donors	SPO	SCM electronic file, developed and ready for use.	Government Program 2021-2025 [2.4 Governance]
3.12	Drafting of the manual for explanatory memoranda	Q4 2022	8,668	/	/	BRK, Financing from donors	SPO/LO	Manual for explanatory memoranda, approved by the Government.	Government Program 2021-2025 [2.4 Governance]; and Program for Economic Reforms 2022 – 2024 [Reform 9 Measure].
3.13	Training of officials responsible for administrative burden with the administrative burden training module	Q1 2023	/	9,168	/	BRK, Financing from donors	KIPA	Officials responsible for administrative burden, trained.	Government Program 2021-2025 [2.4 Governance]; and Program for Economic Reforms 2022 – 2024 [Reform 9 Measure].
3.14	Training of selected officials of line ministries and executive agencies, according to the administrative burden training plan	Q4 2024	/	34,672	39,672	BRK, Financing from donors	KIPA	20 trainings for administrative burden. 10 per annum, held.	Government Program 2021-2025 [2.4 Governance]; and Program for Economic Reforms 2022 – 2024 [Reform 9 Measure].

3.15	Holding Digital Camps for civil servants (workshops tailored to increase cooperation and raise awareness for the digitization of services and its effects)	Ongoing	/	20,140	20,140	BRK, Financing from donors Donor funding	SPO, AIS, LM	At least 1 Digital Camp held per year.	Government Program 2021-2025 [2.4 Governance]
3.16	Development of e-training for administrative burden	Q3 2023	/	42,336	/	BRK, Financing from donors	SPO/KIPA	E-training for administrative burden developed and accessible on the website of OPM and the E-Kosova platform.	Government Program 2021-2025 [2.4 Governance]
3.17	Drafting of the plan and analysis for the implementation of the 'one in, one out' method".	Q1 2023	6,168	6,168	/	BRK	SPO	Completed plan.	Government Program 2021-2025 [2.4 Governance]
	Total budget for Measure 3:		107,264	120,708	68,036				
	<i>Of which capitals:</i>								
	<i>Of which current:</i>								
4	Simplification of administrative services at the local level²²								
1	Indicator: <i>The number of municipalities whose services have been simplified</i>	2 [2022]	5	9	Simplified public administrative services at the local level, consuming less expense and time.				
No.	Action	Deadline	Budget			Source of financing	Leading and supporting institution	Output	Reference on documents
			Year 1	Year 2	Year 3				
4.1	Conducting the analysis for the simplification of public administrative	Q4 2022	32,336	/	/	BRK, Financing from donors	MLGA/SPO	Analysis with recommendations for the simplification of public	Government Program 2021-2025 [2.4 Governance]

²² This measure concentrates on two aspects: the revision and simplification of the central legislation that causes administrative burden in local level procedures, as well as the provision of administrative services by the municipality, through municipal legislation. Savings for citizens and businesses from their simplification enter the cumulative measurement of savings in indicator 1 of the overall goal. As it was emphasized in the narrative part, the municipalities have the competence to determine the payments or fees for the administrative services delegated by the central level. Therefore, the reduction of the administrative burden in the services provided by the municipalities means, among other things, the reduction of the administrative burden caused by the central level legislation. In most cases, these services are the same in all municipalities, but due to different tariffs and low implementation of reforms, municipalities will be worked on one by one, except when a municipal service is digitized and offered to all in a single centre, such as the digitization of civil registry certificates.

	services in the municipality of Ferizaj and the municipality of Peja							administrative services for the municipality of Ferizaj and the municipality of Peja, completed.	
4.2	Implementation of recommendations for the simplification of public administrative services in the municipality of Ferizaj and Peja	Q4 2023	/	57,008	/	BRK, Financing from donors	Municipality /MLGA	Simplified public administrative services according to the analysis for the municipality of Ferizaj and the municipality of Peja.	Government Program 2021-2025 [2.4 Governance]
4.3	Establishment of the informative Electronic Register for public administrative services in the municipality of Ferizaj and the municipality of Peja	Q2 2023	/	48,504	/	BRK, Financing from donors	Municipality /MLGA	Electronic Register established and accessible on the portal of the municipality of Ferizaj and the Municipality of Peja.	Government Program 2021-2025 [2.4 Governance]
4.4	Conducting the analysis for the simplification of administrative services in five (5) other selected municipalities ²³	Q4 2023	/	224,016	/	BRK, Financing from donors	MLGA/SPO	Analysis with recommendations for the simplification of public administrative services for five (5) selected municipalities, completed.	Government Program 2021-2025 [2.4 Governance]
4.5	Implementation of recommendations for the simplification of public administrative services in five (5) selected municipalities.	Q4 2024	/	68,504	124,016	BRK, Financing from donors	Municipalities/MLGA	Simplified public administrative services according to the analysis for the five (5) selected municipalities.	Government Program 2021-2025 [2.4 Governance]
4.6	Establishment of informative Electronic Registers for administrative procedures in five (5) other selected municipalities	Q2 2024	/	74,672	68,504	BRK, Financing from donors	Municipality /MLGA	Electronic Registers established and accessible on the portals of the five (5) selected municipalities.	Government Program 2021-2025 [2.4 Governance]
4.7	Implementation of the plan for the expansion of administrative simplification in all municipalities	Q2 2023	/	18,504	224,016	BRK	SPO/MLGA	Drafted plan.	Government Program 2021-2025 [2.4 Governance]

²³ Municipalities will be selected during the process based on economic potential.

4.8	Development of the E-Municipalities section within the E-Kosova platform ²⁴	Q2 2023	/	30,000	/	BRK	MLGA/AIS	E-Municipalities section within the E-Kosova platform, completed and functional.	Government Program 2021-2025 [2.4 Governance]
	Total budget for Measure 4:		32,336	521,208	416,536				
	<i>Of which capitals:</i>								
	<i>Of which current:</i>								
5	Increasing communication and raising awareness on administrative burden ²⁵								
1	Indicator: % of respondents from citizens and businesses who have knowledge and are satisfied with the progress of the process of reducing the administrative burden	Baseline value is determined [2022]	>30%	>50%				Citizens and businesses are informed and satisfied with the Government's work on reducing the administrative burden.	
2	Indicator: % of respondents in the public administration who have knowledge of the administrative burden and its effects	Baseline value is determined [2022]	>30%	>50%				Public administration informed and involved in the process of administrative burden and its effects.	
No.	Action	Deadline	Budget			Source of financing	Leading and supporting institution	Output	Reference on documents
			Year 1	Year 2	Year 3				
5.1	Preparation of the Calendar of meetings for consultation and communication of the administrative burden process	Q4 2022	4,112	/	/	BRK	SPO	The calendar prepared and approved in SPC.	Government Program 2021-2025 [2.4 Governance]
5.2	Organization of meetings of the Commission on Strategic Planning	Ongoing	1,028	2,056	2,056	BRK	DPM/SPO	2 meetings per year, held with SPC.	Government Program 2021-2025 [2.4 Governance]

²⁴ The first phase of the E-Municipalities section within the E-Kosova platform provides cooperation between citizens and the municipality for municipal public policies and efficient communication about their demands, challenges and problems. The digitization of the services offered by the municipalities, which is the second phase of the E-Municipalities project, will be planned in the first amendment and supplementation of the Action Plan of the Program, together with the relevant actions and indicators.

²⁵ Among other things, this measure aims to address or motivate focused consultation, where the general public is involved in the development of public policies.

5.3	Organization of meetings of the Commission on Economy and Investments	Ongoing	1,028	2,056	2,056	BRK	DPM/SPO	2 meetings per year, held with NCEI.	Government Program 2021-2025 [2.4 Governance]
5.4	Organization of the annual regional conference on administrative burden	Q4 of each year	31,028	31,028	31,028	BRK, Financing from donors	DPM/SPO	1 annual regional conference, held.	Government Program 2021-2025 [2.4 Governance]
5.5	Organization of the annual local conference on administrative burden	Q4 of each year	1,028	1,028	1,028	BRK	DPM/SPO	1 annual local conference, held.	Government Program 2021-2025 [2.4 Governance]
5.6	Organization of the annual meeting with the business community to discuss the administrative burden	Ongoing	1,028	1,028	1,028	BRK	SPO/ line ministries	1 annual meeting per year, held with the business community.	Government Program 2021-2025 [2.4 Governance]
5.7	Organization of periodic meetings with the persons responsible for the administrative burden of the municipalities, to discuss the administrative burden and ways of cooperation	Ongoing	1,028	2,056	2,056	BRK	SPO/ line ministries	2 periodic meetings per year, held with the representatives of the municipalities.	Government Program 2021-2025 [2.4 Governance]
5.8	Organization of semi-annual meetings with NGOs to discuss administrative burden	Ongoing	1,028	2,056	2,056	BRK	SPO/ line ministries	2 semi-annual meetings per year, held with NGO.	Government Program 2021-2025 [2.4 Governance]
5.9	Organization of meetings with development partners for coordination and discussion on administrative burden	Ongoing	1,028	2,056	2,056	BRK	ZVKM/SPO	2 meetings per year, held with development partners.	Government Program 2021-2025 [2.4 Governance]
5.10	Organization of meetings with students of human sciences (legal, economic, political science)	Ongoing	1,028	2,056	2,056	BRK	SPO/ line ministries	2 meetings per year held with students of human sciences.	Government Program 2021-2025 [2.4 Governance]
5.11	Preparation and publication of the six-month report and the annual report on administrative burden	Ongoing	1,028	2,056	2,056	BRK	SPO/ line ministries	The six-monthly report and the annual report, prepared and published.	Government Program 2021-2025 [2.4 Governance]
5.12	Development of the administrative burden window within the OPM website	Q2 2023	/	14,252	/	BRK, Financing from donors	OPC/SPO	Window developed within the OPM website.	Government Program 2021-2025 [2.4 Governance]

									Governance]
5.13	Preparation of leaflets, brochures, banners and other administrative materials (physical and electronic) for the outcome, promotion and information of prevention and reduction of administrative burden	Ongoing	/	39,672	39,672	BRK, Financing from donors	SPO	Leaflets, brochures, banners and other materials, prepared.	Government Program 2021-2025 [2.4 Governance]
5.14	Creating video animations for simplified administrative procedures (especially selected ones) based on real events	Ongoing	/	9,556	9,556	BRK, Financing from donors	SPO/DPM	At least 5 video animations of 1 minute per year, published on AP platforms, social networks of PM and Ministers, portals and TV.	Government Program 2021-2025 [2.4 Governance]
5.15	Creating video animations about the administrative burden and its consequences	Ongoing	/	5,056	5,056	BRK, Financing from donors	SPO	At least 2 video animations of 1 minute per year, published on AP platforms, portals and TV.	Government Program 2021-2025 [2.4 Governance]
5.16	Development of the video for the Prime Minister and the ministers for the political commitment to prevent and reduce the administrative burden	Ongoing	2,056	2,056	2,056	BRK	OPC/SPO	At least 1 video per year for the Prime Minister and 3 videos per year for 3 ministers, published on social networks, portals and TV.	Government Program 2021-2025 [2.4 Governance]
5.17	Development of infographics for information on simplified administrative procedures	Ongoing	/	2,056	2,056	BRK	SPO	At least 3 infographics per year for information on simplified administrative procedures, published on platforms, portals, social networks and TV.	Government Program 2021-2025 [2.4 Governance]
5.18	Sending SMS for simplified administrative procedures to businesses	Ongoing	/	2,056	2,056	BRK	KBRA/TAK /SPO	SMS sent to businesses for simplified administrative procedures.	Government Program 2021-2025 [2.4 Governance]
	Total budget for Measure 5:		46,448	122,180	107,928				
	<i>Of which capitals:</i>								
	<i>Of which current:</i>								

	<i>Total budget for the Action Plan:</i>		607,958	7,147,956	6,715,768				
	<i>Of which capitals:</i>			<i>5,910,000</i>	<i>6,050,000</i>				
	<i>Of which current:</i>		<i>607,958</i>	<i>1,237,956</i>	<i>665,768</i>				

Annex 1: Legal Analysis for the Simplification, Merging or Elimination of Permits and Licenses issued by the MAFRD and MESPI (environmental part)

Annex 1: Legal Analysis for the Simplification, Merging or Elimination of Permits and Licenses issued by the MAFRD and MESPI (environmental part)

Annex 3: Analysis to simplify selected public administrative services based on life events

Annex 4: Guiding questions for prevention and reduction of administrative burden

Annex 5: Passport of Indicators

Annex 6: Risk Assessment for ABPRP 2022-2027 implementation