

Action Plan 2018-2020 for the Implementation of the Better Regulation Strategy 2.0 for Kosovo 2017-2021

General Objective 1: An Enabling Regulatory System				
Specific Objective 1.1	Indicator(s) for measuring objective achievement	Baseline	Target 2018	Target 2021
Reforms of existing primary and secondary legislation to enhance competitiveness	1) Adoption of Concept Document on administrative burden reduction programme	No programme exists	Concept Document under development	Concept Document approved and Government decision being implemented
	2) Develop SCM capacities	SCM capacities do not exist	ToT organized; at least 5 trainers certified; 20% of relevant staff at CoG and line ministries trained SCM introduced in guidelines for policy development 30% of relevant CDs contain section on administrative burden with SCM measurement	90% of relevant staff at CoG and line ministries trained on SCM 100% of relevant CDs contain section on administrative burden with SCM measurement
	3) 10% of licenses and permits simplified, merged or abolished against 2014 baseline by the end of 2020	480 licenses and permits (2014 baseline)	-	10 percent of licenses and permits simplified, merged or abolished

Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
1.1.1 Adopting Concept Document on Administrative Burden Reduction programme						
1) Developing the Concept Document regarding the possibility to implement a general Administrative Burden Reduction programme, including international outreach (at least 5 WG meetings in 2018)	Q1 2018: 1 WG meeting Q2 2018: 2 WG meetings Q3 2018: 1 WG meeting Q4 2018: 1 WG meeting	100000 ¹	Kosovo Budget Sida	GCS/OPM	LO/OPM Sida	Agendas and Meeting Minutes of the Working Group; agendas and reports on targeted consultation events; other reports
2) Public meeting for the launch of the Concept Document regarding the possibility to implement a general Administrative Burden Reduction programme	Q2 2018	Administrative cost	Kosovo Budget	GCS/OPM	CD Working Group	Meeting agenda; meeting report
3) Study visit to assess and discuss the prerequisites for successful management of administrative burden reduction and Impact Assessment	Q2 2018	32000	Sida	GCS/OPM	(D)PM CABINET SPO/OPM LO/OPM OGG/OPM OBF/OPM MoF MEI	Agenda of the visit; report of the visit
4) Training on e-Government on the use of e-services for administrative burden reduction and ex-ante policy analysis	Q2 2018	25.000	Sida EGA (e-Government Agency of Estonia)	GCS/OPM	(D)PM CABINET SPO/OPM LO/OPM PCO/OPM MoF	Agenda of the visit; report of the visit

¹ This budget estimate includes all expected Sida support and also covers the contribution to the other activities planned for the development of the Concept Document: technical expertise, support for public consultation, international experience exchange etc.

5) Targeted business consultations through workshops and company visits	Q2 2018: 2 events Q3 2018: 2 events	4000	Kosovo Budget Sida	GCS/OPM	LO/OPM Sida	Agendas of the events; reports of the events
6) Meeting with the Assembly on the interim findings of the Working Group for the Concept Document regarding the possibility to implement a general Administrative Burden Reduction programme	Q3 2018	Administrative cost	Kosovo Budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	Agenda and Meeting Minutes of the meeting
7) Developing the Concept Document on Administrative Burden Reduction, including international outreach (at least 3 WG meetings in 2019)	Q1 2019: 1 WG meeting Q2 2019: 1 WG meeting Q3 2019: 1 WG meeting	Integrated under activity 1	Kosovo Budget Sida	GCS/OPM	LO/OPM Sida	Agendas and Meeting Minutes of the Working Group; agendas and reports on targeted consultation events; other reports
8) Launch of the public consultation for the Concept Document regarding the possibility to implement a general Administrative Burden Reduction programme	Q1 2019	Administrative cost	Kosovo Budget	GCS/OPM	OGG/OPM	Consultation Documents; Proof of launching the consultation on the consultation platform; Consultation report; Report on how stakeholder comments were taken into account
9) Meeting with the Assembly on the findings of the WG for the Concept Document regarding the possibility to implement a general Administrative Burden Reduction programme	Q2 2019	Administrative cost	Kosovo Budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	Agenda and Meeting; Minutes of the meeting
10) Adoption of Concept Document regarding the possibility to implement	Q3 2019	Administrative cost	Kosovo Budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	Government decision; Approved Concept Document regarding the possibility to implement

a general Administrative Burden Reduction programme by the GoK						a general Administrative Burden Reduction programme
1.1.2 Introduction of Standard Cost Model into policy development						
11) Adopt SCM manual	Q1 2018	15000	Kosovo Budget Sida	GCS/OPM	Sida	Decision to adopt SCM Manual; Final SCM Manual
12) Adopt standardised SCM values	Q1 2018	-	Kosovo Budget Sida	GCS/OPM	-	Adopted SCM Manual with Standardised SCM Values
13) Trainings on SCM held for relevant staff at CoG institutions and line ministries (3 trainings in total by the end of 2018)	Q3 2018: 2 trainings Q4 2018: 1 training	10000	Kosovo Budget Sida	GCS/OPM	Sida	Training agendas; Participants' lists
14) Develop ToT on SCM	Q1 2018	10000	Kosovo Budget Sida	GCS/OPM	Sida	Final ToT materials
15) Agreement with KIPA is finalised for ToT certification	Q1 2018	Administrative cost	Kosovo Budget	GCS/OPM	KIPA	Agreement documents
16) SCM ToT held and trainers certified	ToT start: Q2 2018; ToT end Q4 2018	20000	Kosovo Budget Sida	GCS/OPM	Sida KIPA	Training agendas; Overview of certified SCM trainers as approved by KIPA
17) Certified trainers provide trainings on SCM (6 trainings in total by the end of 2019)	Q1 2019: 1 training Q2 2019: 2 trainings Q3 2019: 2 trainings Q4 2019: 1 training	12000	Kosovo Budget Sida	GCS/OPM	Sida	Training agendas; Participants' lists

18) Certified trainers provide trainings on SCM (6 trainings in total by the end of 2020)	Q1 2020: 1 training Q2 2020: 2 trainings Q3 2020: 2 trainings Q4 2020: 1 training	12000	Kosovo Budget Sida	GCS/OPM	Sida	Training agendas; Participants' lists
19) Assessment on use of SCM measurements in Concept Documents adopted in 2018 and that deal with IOs for businesses, target 30%	Q1 2019	Administrative cost	Kosovo Budget	GCS/OPM	-	Assessment Report GCS on CDs
20) Assessment on use of SCM measurements in Concept Documents adopted in 2018 and that deal with IOs for businesses, target 50%	Q1 2020	Administrative cost	Kosovo Budget	GCS/OPM	-	Assessment Report GCS on CDs
1.1.3 Simplifying, merging or abolishing 10% of licences and permits						
21) Meeting with line ministries and relevant institutions on identifying licenses and permits that can be simplified, merged or abolished	Q1 2019	Administrative cost	Kosovo budget	LO/OPM	- IFC	Meeting agenda; meeting minutes
22) Submitting the overview of licenses and permits that will be simplified in line with the 10% target for public consultation	Q2 2019	Administrative cost	Kosovo budget	LO/OPM	- IFC	Overview published for public consultation
23) Finalisation of the relevant part of the Concept Document relating to simplification of licenses and permits in line with the SBS target regarding the possibility to implement a general Administrative Burden Reduction programme	Q3 2019	Administrative cost	Kosovo Budget	LO/OPM	- IFC	Government decision; Approved Concept Document regarding the possibility to implement a general Administrative Burden Reduction programme with the

						section on simplification of licenses and permits
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General Objective 1: An Enabling Regulatory System				
Specific Objective 1.2	Indicator(s) for measuring objective achievement	Baseline	Target 2018	Target 2021
Introducing Impact Assessment	1) Increased capacities for policy development at CoG institutions and line ministries	No comprehensive training plan for policy development exists	Comprehensive training plan set up Trainings have started 25% of relevant CoG and line ministries trained	75% of relevant staff at CoG and line ministries trained 15 additional certified trainers through ToT on IA
	2) Preparation and adoption RoP to replace Concept Documents with IA	System for developing Concept Documents instead of IA	Preparations made to introduce IA	IA is embedded in RoP and IAs are produced by line ministries
	3) Policy development will become more evidence-based and IA will be used regularly by line ministries	Score 3 on SIGMA indicator 'Extent to which policy development process makes the best use of analytical tools'	Score 3	Score 4

Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
1.2.1 Training relevant staff on policy development and Impact Assessment						
24) Annual training programme set up and approved by the GCS Director	Q1 2018	Administrative cost	Kosovo budget	GCS/OPM	-	Approved training programme
25) Training materials are developed	Q1 2018	Administrative cost 15000	Kosovo budget Sida	GCS/OPM	Sida	Presentations, hand outs
26) Meeting with ToT certified civil servants on involvement in training roll-out (IFC, GIZ)	Q1 2018	Administrative cost	Kosovo budget	GCS/OPM	-	Minutes of the meeting
27) Agreement made with KIPA on training financing and involvement on staff certified for relevant ToTs	Q1 2018	Administrative cost	Kosovo budget	GCS/OPM	KIPA	KIPA instruction on the matter
28) Trainings on the new Guidelines and Manual for Developing Concept Documents held for relevant staff at line ministries (9 trainings in total by the end of 2018)	Q2: 3 trainings Q3: 3 trainings Q4: 3 trainings	18000	Kosovo Budget Sida	GCS/OPM	Sida	Training agendas; Participants' lists
29) Annual training programme set up and approved by the GCS Director	Q1 2019	Administrative cost	Kosovo budget	GCS/OPM	-	Approved training programme
30) Training materials are adjusted based on the experiences in 2018	Q1 2019	Administrative cost	Kosovo budget	GCS/OPM	-	Presentations, hand outs
31) Trainings on the Guidelines and Manual for Developing Concept Documents held for relevant staff at	Q1 2019: 3 trainings Q2 2019:	24000	Kosovo Budget Sida	GCS/OPM	Sida	Training agendas; Participants' lists

line ministries (12 trainings in total by the end of 2019)	3 trainings Q3 2019: 3 trainings Q4 2019: 3 trainings					
32) Annual training programme set up and approved by the GCS Director	Q1 2020	Administrative cost	Kosovo budget	GCS/OPM	-	Approved training programme
33) Training materials are adjusted based on the experiences in 2019	Q1 2020	Administrative cost	Kosovo budget	GCS/OPM	-	Presentations, hand outs
34) Trainings on the Guidelines and Manual for Developing Concept Documents held for relevant staff at line ministries (12 trainings in total by the end of 2020)	Q1 2020: 3 trainings Q2 2020: 3 trainings Q3 2020: 3 trainings Q4 2020: 3 trainings	24000	Kosovo Budget Sida	GCS/OPM	Sida	Training agendas; Participants' lists
35) Implement the phased roll-out of the Guidelines and Manual for Developing Concept Documents: old manual applies to CDs for which RoP Article 7 prior consultation is started by the end of March 2018	Q1 2018	Administrative cost	Kosovo budget	GCS/OPM	-	Instruction by the GCS
36) Assessment on whether Concept Documents for which prior consultation started after April 2018 and adopted in 2018 were developed based on new guidelines and include relevant tools in line with BRS goals	Q1 2019	Administrative cost	Kosovo budget	GCS/OPM	-	Assessment Report GCS on CDs

37) Assessment on whether Concept Documents adopted in 2019 were developed based on new guidelines and include relevant tools in line with BRS goals	Q1 2020	Administrative cost	Kosovo budget	GCS/OPM	-	Assessment Report GCS on CDs
38) Decide on approach and funding for ToT on Impact Assessment	Q4 2018	Administrative cost	Kosovo budget	GCS/OPM	-	Decision
1.2.2 Increasing staffing levels within the OPM (SBS indicator)						
39) The budget of the OPM has been adjusted to allow the recruitment of 10 staff members	Q2 2018	Administrative cost	Kosovo budget	GCS/OPM	SG/OPM SPO/OPM LO/OPM OBF/OPM HR/OPM MoF	Budget decision
40) Job descriptions are approved	Q2 2018	Administrative cost	Kosovo budget	GCS/OPM	SG/OPM SPO/OPM LO/OPM OBF/OPM HR/OPM MPA	Job descriptions of new staff members finished and officially approved
41) The OPM structure is adjusted and the 10 staff is integrated	Q2 2018	Administrative cost	Kosovo budget	GCS/OPM	SG/OPM SPO/OPM LO/OPM OBF/OPM HR/OPM	Organizational overviews of OPM offices adjusted
42) Recruitment process of 10 staff into the OPM has started	Q2 2018	Administrative cost	Kosovo budget	GCS/OPM	SG/OPM SPO/OPM LO/OPM HR/OPM	Publication of positions (internally or externally)

43) 10 Staff are recruited to the OPM (GCS: 6; LO: 2; and SPO: 2)	Q3 2018	120000 additional Budget OPM per year	Kosovo budget	GCS/OPM	SG/OPM SPO/OPM LO/OPM HR/OPM	Proof of hiring
1.2.3 Implementing Gender Impact Assessment						
44) Finalise the Gender Impact Assessment Manual for testing phase	Q1 2018	14 125 euro	Kosovo budget Sida	AGE	Sida	GIA Manual Test Manual
45) Adopt the Gender Impact Assessment Manual	Q4 2018	Administrative cost	Kosovo budget Sida	AGE	Sida	GIA Manual Final Version
46) Organise trainings on Gender Impact Assessment (6 trainings held in total in 2018)	Q2 2018: 2 trainings Q3 2018: 2 trainings Q4 2018: 2 trainings	12000	Sida	AGE	Sida	Training agendas; Participants' lists
47) Organise trainings on Gender Impact Assessment (9 trainings held in total in 2019)	Q1 2019: 2 trainings Q2 2019: 4 trainings Q3 2019: 3 trainings Q4 2019: 2 trainings	18000	Sida	AGE	Sida	Training agendas; Participants' lists
48) Organise trainings on Gender Impact Assessment (3 peer learning/review round tables)	Q1 2020: 3 round tables	5000	Sida	AGE	Sida	Training agendas; Participants' lists

1.2.4 Update of the Rules of Procedure						
49) Review RoP to introduce IA and Evaluation starts	Q3 2018	Administrative cost 20000	Kosovo Budget Sida and/or OECD/SIGMA	GCS/OPM	SPO/OPM LO/OPM PCO/OPM OGG/OPM MoF MEI AGE Sida	Decision to start revision of the RoP
50) Proposal to update RoP is consulted publicly	Q1 2019	Administrative cost	Kosovo Budget	GCS/OPM	SPO/OPM LO/OPM PCO/OPM OGG/OPM MoF MEI AGE	Documents on the public consultation
51) Proposal is adopted by the Government	Q2 2019	Administrative cost	Kosovo Budget	GCS/OPM	-	Government decision; Approved RoP published
52) Trainings on the updated RoP are organised (8 trainings in total in 2019)	Q3 2019: 4 trainings Q4 2019: 4 trainings	Administrative cost	Kosovo Budget	GCS/OPM	SPO/OPM LO/OPM PCO/OPM OGG/OPM	Training agendas; attendance lists
53) Trainings on the updated RoP are organised (16 trainings in total in 2020)	Q1 2020: 4 trainings Q2 2020: 4 trainings Q3 2020: 4 trainings Q4 2020: 4 trainings	Administrative cost	Kosovo Budget	GCS/OPM	SPO/OPM LO/OPM PCO/OPM OGG/OPM	Training agendas; attendance lists

1.2.5 Regional Cooperation and implementation of the MoU on cooperation with Albania in the field of Better Regulation

54) Quarterly coordination and cooperation meetings are organized based on the MoU on cooperation with Albania in the field of Better Regulation (4 coordination meetings to be organised in 2018)	Q1 2018: 1 meeting Q2 2018: 1 meeting Q3 2018: 1 meeting Q4 2018: 1 meeting	20000	Kosovo Budget PMO Albania Sida	GCS/OPM	PMO Albania Sida	Meeting agendas; meeting minutes
55) Prepare and adopt the common work plan regarding cooperation for 2018 based on the MoU on cooperation with Albania in the field of Better Regulation	Q1 2018	Administrative cost	Kosovo Budget	GCS/OPM	PMO Albania	Approved work plan
56) Organisation of a shared conference on high administrative level on exchange of experiences based on the MoU on cooperation with Albania in the field of Better Regulation	Q2 2018	50000	Kosovo Budget Albania Budget Sida	GCS/OPM	PMO Albania Sida	Conference agenda; attendance list; conference report
57) Organisation of a regional meeting on Better Regulation policies (state of play, expected future developments etc.) of Western Balkan countries based on the MoU on cooperation with Albania in the field of Better Regulation	Q3 2018	50000	Sida	GCS/OPM	Sida	Meeting agenda; attendance list; meeting report
58) Quarterly coordination and cooperation meetings are organized based on the MoU on cooperation	Q1 2019: 1 meeting Q2 2019:	20000	Kosovo Budget PMO Albania	GCS/OPM	PMO Albania Sida	Meeting agendas; meeting minutes

with Albania in the field of Better Regulation (4 coordination meetings to be organised in 2019)	1 meeting Q3 2019: 1 meeting Q4 2019: 1 meeting		Sida			
59) Develop and approve the mechanism for reciprocal review of policy development and policy planning based on the OECD peer review mechanism based on the MoU on cooperation with Albania in the field of Better Regulation	Q3 2019	6000	Kosovo Budget	GCS/OPM	PMO Albania Sida	Approved mechanism
60) Quarterly coordination and cooperation meetings are organized based on the MoU on cooperation with Albania in the field of Better Regulation (4 coordination meetings to be organised in 2020)	Q1 2020: 1 meeting Q2 2020: 1 meeting Q3 2020: 1 meeting Q4 2020: 1 meeting	20000	Kosovo Budget PMO Albania Sida	GCS/OPM	PMO Albania Sida	Meeting agendas; meeting minutes
61) Organise the reciprocal review based on the MoU on cooperation with Albania in the field of Better Regulation	Q2 2020: start Q3 2020: completion	20000	Kosovo Budget PMO Albania Sida	GCS/OPM	PMO Albania Sida	Review reports

General Objective 1: An Enabling Regulatory System						
Specific Objective 1.3	Indicator(s) for measuring objective achievement			Baseline	Target 2018	Target 2021
Improved data/statistics	1) IA database is developed			No IA database exists	IA database being set up	IA database exists and is used
	2) Insight into data need for improving ex-ante analysis and evidence-based decision-making			No clear overview of information needed for ex-ante policy analysis	No change	80% of all Impact Assessment indicate what information from the database was used and which information should be added
Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
<i>1.3.1 Developing IA database</i>						
62) Finalise overview of data held by public bodies based on GAO report	Q3 2018	10000	Sida	GCS/OPM	GAO Sida	Overview
63) Define structure of, content of and responsibility for the database	Q4 2018	5000	Sida	GCS/OPM	Sida	Approved structure
64) IA database is set up	Q1 2019	15000	Sida	GCS/OPM	Sida	IA Database approved
65) Needs for information to be added in the database defined based on CDs adopted in 2018	Q1 2019	Administrative cost	Kosovo Budget	GCS/OPM	Line ministries	Overview of information needs
66) Information needs added to the IA database	Q3 2019	Administrative cost	Kosovo Budget	GCS/OPM	-	Updated IA database

67) Needs for information to be added in the database defined based on CDs adopted in 2018	Q1 2020	Administrative cost	Kosovo Budget	GCS/OPM	Line ministries	Overview of information needs
68) Information needs added to the IA database	Q3 2020	Administrative cost	Kosovo Budget	GCS/OPM	-	Updated IA database

General Objective 1: An Enabling Regulatory System				
Specific Objective 1.4	Indicator(s) for measuring objective achievement	Baseline	Target 2018	Target 2021
Evaluation	1) Evaluations are conducted annually	No Evaluations are made	8 evaluations are completed in 2017 and 2018	19 evaluations are completed in 2019, 2020 and 2021
	2) The process of using evaluation findings to improve existing legislation is established	Evaluations not used systematically in policy development	No change	Evaluation integrated into the Rules of Procedure of the Government
	3) Capacities on Evaluation improved at CoG institutions and line ministries	Evaluation capacities lacking at CoG and line ministries	At least 10% of relevant staff at each line ministry and each relevant CoG institutions have been trained At least 5 staff certified as trainings through ToT on Evaluation	75% of relevant staff at line ministries and CoG trained on legislative evaluation At least 10 staff certified as trainings through ToT on Evaluation 40% of relevant staff at CoG institutions and line ministries trained on evaluation of strategies and policies
	4) Evaluation introduced in RoP	Evaluation not addressed in the RoP	No change	Evaluation integrated into the RoP

Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
<i>1.4.1 Evaluation pilots</i>						
69) Ex-post Evaluations of legislation from line ministries completed (target 5 for 2018)	Q1 2019	Administrative cost	Kosovo Budget	LO/OPM	- IFC provides support to all line ministries through ex-post training and working groups through technical assistance for those laws that are linked to improving investment climate	Completed evaluations in 2018
70) Ex-post Evaluations of legislation from line ministries completed (target 7 for 2019)	Q1 2020	Administrative cost	Kosovo Budget	LO/OPM	- IFC provides support to all line ministries through ex-post training and working groups through technical assistance for those laws that are linked to improving investment climate	Completed evaluations in 2019
71) Ex-post Evaluations of legislation from line ministries completed (target 7 for 2020)	Q1 2021	Administrative cost	Kosovo Budget	LO/OPM	- IFC provides support to all line ministries through ex-post training and working	Completed evaluations in 2020

					groups through technical assistance for those laws that are linked to improving investment climate	
<i>1.4.2 Develop capacities at CoG institutions and line ministries on Legislative Evaluation</i>						
72) Organization of trainings on ex-post evaluation of legislation held for relevant staff at line ministries (2 trainings in total by the end of 2018)	Q1 2018: 1 training Q2 2018: 1 training	4000	IFC	LO/OPM	IFC	Training agendas; attendance lists
73) Organization of trainings on ex-post evaluation of legislation held for relevant staff at line ministries (2 trainings in total by the end of 2019)	Q1 2019: 1 training Q2 2019: 1 training	4000	IFC	LO/OPM	IFC	Training agendas; attendance lists
74) Organization of trainings on ex-post evaluation of legislation Legislative Evaluation held for relevant staff at line ministries (2 trainings in total by the end of 2020)	Q1 2020: 1 training Q2 2020: 1 training	4000	IFC	LO/OPM	IFC	Training agendas; attendance lists
<i>1.4.3 Evaluate the experience with 'Evaluation of legislation'</i>						
75) Define the next steps on evaluating the experience with 'Legislative Evaluation' and decide on the update	Q4 2019	Administrative cost	Kosovo Budget	LO/OPM	- IFC analyzes the next steps, provides support for updating the Guidelines for ex-	Overview of next steps and work plan

of the Guidelines on ex-post evaluation of legislation					post evaluation of legislation	
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General Objective 2: Effective public communication, public consultation and participation of stakeholders						
Specific Objective 2.1	Indicator(s) for measuring objective achievement			Baseline	Target 2018	Target 2021
Improved Policy Communication	1) Develop and adopt Concept Document on Improving Policy Communication			No such CD exists	CD adopted	Idem
	2) Concept Document and Action Plan are implemented ²			Communication is not part of the policy development	-15% of adopted CD's contain information on communication activities	- All adopted CD's contain information on communication activities
	3) Capacity development for policy communication			No ToT exists No staff trained	5 ToT-certified trainers provide trainings 50% of relevant communication staff at CoG and line ministries trained	75% of relevant policy development staff at CoG and line ministries trained
Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
2.1.1 Improving policy communication						
76) New Regulation on Government Communication Service is submitted for public consultation	Q3 2018	5000	Kosovo Budget Sida	PCO/OPM	Sida	Draft regulation; public consultation documents
77) New Regulation on Government Communication Service adopted	Q3 2018	Administrative cost	Kosovo Budget	PCO/OPM	-	Adopted regulation; Government decision

² Indicator added to the Action Plan based on the Concept Document on the Government Communication Service.

78) Coordination meetings with ministries are organised on improving policy communication (4 meetings in total in 2018)	Q1 2018: 1 meeting Q2 2018: 1 meeting Q3 2018: 1 meeting Q4 2018: 1 meeting	Administrative cost	Kosovo Budget	PCO/OPM	-	Meeting agendas; meeting minutes
79) Handbook on communicating with media is updated and adopted	Q4 2018	5000	Kosovo Budget Sida	PCO/OPM	Sida	Adopted handbook
80) Draft social media toolkit is prepared for training and consultation purposes	Q2 2018	5000	OSCE	PCO/OPM	OSCE	Draft toolkit
81) Organise training on draft social media toolkit	Q3 2018	2000	OSCE	PCO/OPM	OSCE	Training agenda; training slides
82) Social media toolkit is adopted	Q4 2018	5000	OSCE	PCO/OPM	OSCE	Adopted toolkit
83) Trainings are organised on the use of the Handbook on communicating with media (6 trainings to be organised in total in 2019)	Q1 2019: 1 training Q2 2019: 2 trainings Q3 2019: 3 trainings	12000	Kosovo Budget Sida	PCO/OPM	Sida	Training agendas; attendance lists
84) Decision on developing an integrated manual for Government communication with the public	Q4 2019	Administrative cost	--	PCO/OPM	--	Decision by PCO Director
85) Annual communication plan is developed to support the	Q1 2019	5000	Kosovo Budget Sida	PCO/OPM	Sida	GAWP linked Communication Plan

communication of priority activities reflected in the GAWP for 2019						
86) Annual communication plan is developed to support the communication of priority activities reflected in the GAWP 2020	Q1 2020	5000	Kosovo Budget Sida	PCO/OPM	Sida	GAWP linked Communication Plan
87) Annual communication plan is developed to support the communication of priority activities reflected in the GAWP 2021	Q1 2021	Administrative cost	Kosovo Budget	PCO/OPM	-	GAWP linked Communication Plan
2.1.2 Strengthen capacities for policy communication						
88) Train relevant staff at CoG and line ministries on Policy Communication (3 trainings in total organised in 2018)	Q3 2018: 2 trainings Q4 2018: 1 training	6000	Kosovo Budget Sida	PCO/OPM	Sida	Training agendas; attendance lists
89) Plan for increasing capacities for the PCO within the OPM is adopted	Q4 2018	Administrative cost	Kosovo Budget	PCO/OPM		Approved plan
90) Train relevant staff at CoG and line ministries on Policy Communication (6 trainings in total organised in 2019)	Q1 2019: 1 training Q2 2019: 2 trainings Q3 2019: 2 trainings Q4 2019: 1 training	12000	Kosovo Budget Sida	PCO/OPM	Sida	Training agendas; attendance lists

<p>91) Train relevant staff at CoG and line ministries on Policy Communication (6 trainings in total organised in 2019)</p>	<p>Q1 2020: 1 training Q2 2020: 2 trainings Q3 2020: 2 trainings Q4 2020: 1 training</p>	<p>12000</p>	<p>Kosovo Budget Sida</p>	<p>PCO/OPM</p>	<p>Sida</p>	<p>Training agendas; attendance lists</p>
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General Objective 2: Effective public communication, public consultation and participation of stakeholders						
Specific Objective 2.2	Indicator(s) for measuring objective achievement			Baseline	Target 2018	Target 2021
Improved consultation	1) Increase staff capacities on consultation			- Initial capacities have been developed through trainings	- At least 10% of relevant staff members from each line ministry and all relevant CoG-staff have been trained on consultation	- At least 75% relevant staff members from each line ministry have been trained on consultation
	2) Level of compliance with Minimum Standards for all relevant government decisions			0%	50% (SBS indicator)	100% (SBS indicator)
	3) Effectiveness of public consultation in developing policies and legislation increases (SIGMA indicator)			Score 3 SIGMA indicator 'Extent to which public consultation is used in developing policies and legislation'	Score 4 on SIGMA indicator 'Effectiveness of public consultation in developing policies and legislation'	Score 5 on SIGMA indicator 'Effectiveness of public consultation in developing policies and legislation'
Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
2.2.1 Increase capacities on stakeholder consultation						
92) Train relevant staff at CoG and line ministries on the Minimum Standards for Consultation and implementing consultations (6 trainings/workshops in total organised in 2018)	Q2 2018: 2 trainings/ workshops Q3 2018: 2 trainings/ workshops Q4 2018:	12000	Kosovo Budget EU Sida	OGG/OPM	GCS/OPM EU Sida	Training agendas; attendance lists

	1 training/ workshop					
93) Upgrading the Online Platform for Consultation	Q3 2018	TBD	EU	OGG/OPM	EU	Upgraded platform; press release/report on upgrade
94) Train line ministries on effective use of the upgraded online platform (3 trainings in total organised in 2018)	Q3 2018	6000	EU	OGG/OPM	EU	Training agendas; attendance lists
95) Train relevant staff at CoG and line ministries on the Minimum Standards for Consultation (6 trainings in total organised in 2019)	Q1 2019: 1 training Q2 2019: 2 trainings Q3 2019: 2 trainings Q4 2019: 1 training	12000	Kosovo Budget EU Sida	OGG/OPM	GCS/OPM EU Sida	Training agendas; attendance lists
96) Support three line ministries through on-the-job-training with preparing reports on the results of their public consultations	Q1 2019	TBD	EU	OGG/OPM	EU	Consultation reports; report on the support activities
97) Train relevant staff at CoG and line ministries on the Minimum Standards for Consultation (6 trainings in total organised in 2020)	Q1 2020: 1 training Q2 2020: 2 trainings Q3 2020: 2 trainings Q4 2020: 1 training	12000	Kosovo Budget EU Sida	OGG/OPM	GCS/OPM EU Sida	Training agendas; attendance lists

2.2.2 Embed the Minimum Standards for Public Consultation in the relevant working processes

98) Organise coordination meetings on implementation of Minimum Standards for Public Consultation (2 meetings in total in 2018)	Q2 2018: 1 meeting Q3 2018: 1 meeting	Administrative cost EU	Kosovo budget	OGG/OPM	EU	Meeting reports; attendance lists
99) Guidance documents are supplemented or updated in line with the consultation requirements defined in the Minimum Standards for Public Consultation	Q4 2018	Administrative cost	Kosovo budget	OGG/OPM	SPO/OPM GCS/OPM LO/OPM	Updated guidelines; updated instructions' or other guidance materials on public consultation requirements
100) Organise coordination meetings on implementation of Minimum Standards for Public Consultation (2 meetings in total in 2019)	Q1 2019: 1 meeting Q3 2019: 1 meeting	Administrative cost	Kosovo budget	OGG/OPM	-	Meeting reports; attendance lists
101) Organise coordination meetings on implementation of Minimum Standards for Public Consultation (2 meetings in total in 2020)	Q1 2020: 1 meeting Q3 2020: 1 meeting	Administrative cost	Kosovo budget	OGG/OPM	-	Meeting reports; attendance lists
2.2.3 Report on the implementation and level of compliance with of the consultation standards						
102) Monitoring report covering 2017 is published	Q1 2018	Administrative cost EU	Kosovo budget	OGG/OPM	EU	Monitoring report
103) Monitoring report covering 2018 is published	Q1 2019	Administrative cost EU	Kosovo budget	OGG/OPM	EU	Monitoring report
104) SBS 2018 consultation target is assessed	Q1 2019	Administrative cost EU	Kosovo budget	OGG/OPM	EU	SBS target assessment

105) Monitoring report covering 2019 is published	Q1 2020	Administrative cost EU	Kosovo budget	OGG/OPM	EU	Monitoring report
106) SBS 2019 consultation target is assessed	Q1 2020	Administrative cost EU	Kosovo budget	OGG/OPM	EU	SBS target assessment

General Objective 2: Effective public communication, public consultation and participation of stakeholders						
Specific Objective 2.3	Indicator(s) for measuring objective achievement			Baseline	Target 2018	Target 2021
Improved work planning	1) Develop and adopt CD on IFWP			No CD exists	CD adopted and being implemented	CD implemented
	2) Develop the IFWP			No IFWP exists	Design for the IFWP approved	IFWP is developed and actively used as a management tool for the work planning of the government
	3) Increase planning quality			68% implementation rate GAWP in 2015	75% implementation rate for government priorities	85% implementation rate for government priorities
Activity	Implementation deadline	Total cost	Funding Source	Lead Institution	Supporting Institution	Output
2.3.1 Develop the IFWP ³						
107) OPM pilot on IFWP is completed	Q2 2018	15000	Kosovo Budget Sida	GCS/OPM	SPO/OPM LO/OPM OGG/OPM AGE/OPM MoF MEI Sida	Pilot report

³ This activity is also foreseen in the SIPPC and will be monitored under the provisions of that strategy.

108) Taking the decision on how to roll out the IFWP ⁴	Q3 2018	Administrative cost	Kosovo budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	Official decision
109) Implement training programme based on roll-out decision	Q3 2018	5000	Kosovo budget Sida	GCS/OPM	Sida	Training agendas; attendance lists
110) Taking decision on GAWP format and content based on IFWP pilot	Q3 2018	Administrative cost	Kosovo budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	Updated GAWP instructions
111) The IFWP 2020-2021 is adopted in line with the taken roll-out decision	Q4 2018	Administrative cost	Kosovo budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	IFWP 2020-2021
112) Taking the decision on how to roll out the IFWP ⁵	Q3 2019	Administrative cost	Kosovo budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	Official decision
113) Implement training programme based on roll-out decision	Q3 2019	7500	Kosovo budget Sida	GCS/OPM	Sida	Training agendas; attendance lists
114) The IFWP 2021-2022 is adopted in line with the taken roll-out decision	Q4 2019	Administrative cost	Kosovo budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	IFWP 2021-2022
115) Train staff at line ministries on developing the IFWP: General	Q3 2019: 6 trainings	10000	Kosovo budget	GCS/OPM	Sida	Training agendas; attendance lists

⁴ The Director of the GCS decides on the actual roll-out of the IFWP as defined in the Concept Document on the IFWP adopted by the Government in December 2017.

⁵ The Director of the GCS decides on the actual roll-out of the IFWP as defined in the Concept Document on the IFWP adopted by the Government in December 2017.

Secretaries; Departments for European Integration and Policy Coordination; and Legal Departments			Sida			
116) The IFWP 2022-2023 is adopted	Q4 2020	Administrative cost	Kosovo budget	GCS/OPM	SPO/OPM LO/OPM MoF MEI	IFWP 2022-2023

Explanation on budget estimates and attribution:

The activities that are split between the Kosovo Budget and a development partner are a representation of the fact that the administration of Kosovo provides space such as certified trainers from the administration and training rooms and covers other training-related costs in kind whereas the development partner provides the technical expertise and the funding for ToT certified trainers in line with KIPA requirements and regulations.

The Action Plan for the Better Regulation Strategy 2.0 presents both actions that the Government of Kosovo will develop and for which funding is secured and actions that the Government would like to see developed but for which no funding has been identified yet. The implementation of these latter activities depends fully on the availability of support. In case no support is found, the activities will not be developed further or will be postponed until support is found.

Explanation on the training planning:

The trainings have been planned on two levels: the total number of trainings per year and a quarterly distribution of this yearly total throughout a given year. This quarterly distribution enables better monitoring of the training development as it makes the target S.M.A.R.T.er. The yearly total number of planned trainings is leading. This means that if the number of trainings can be delivered ahead of schedule, they will contribute to the yearly target. Similarly, when the number of trainings provided in one year exceeds the number of planned trainings, this surplus will count against achieving the target in the following year.