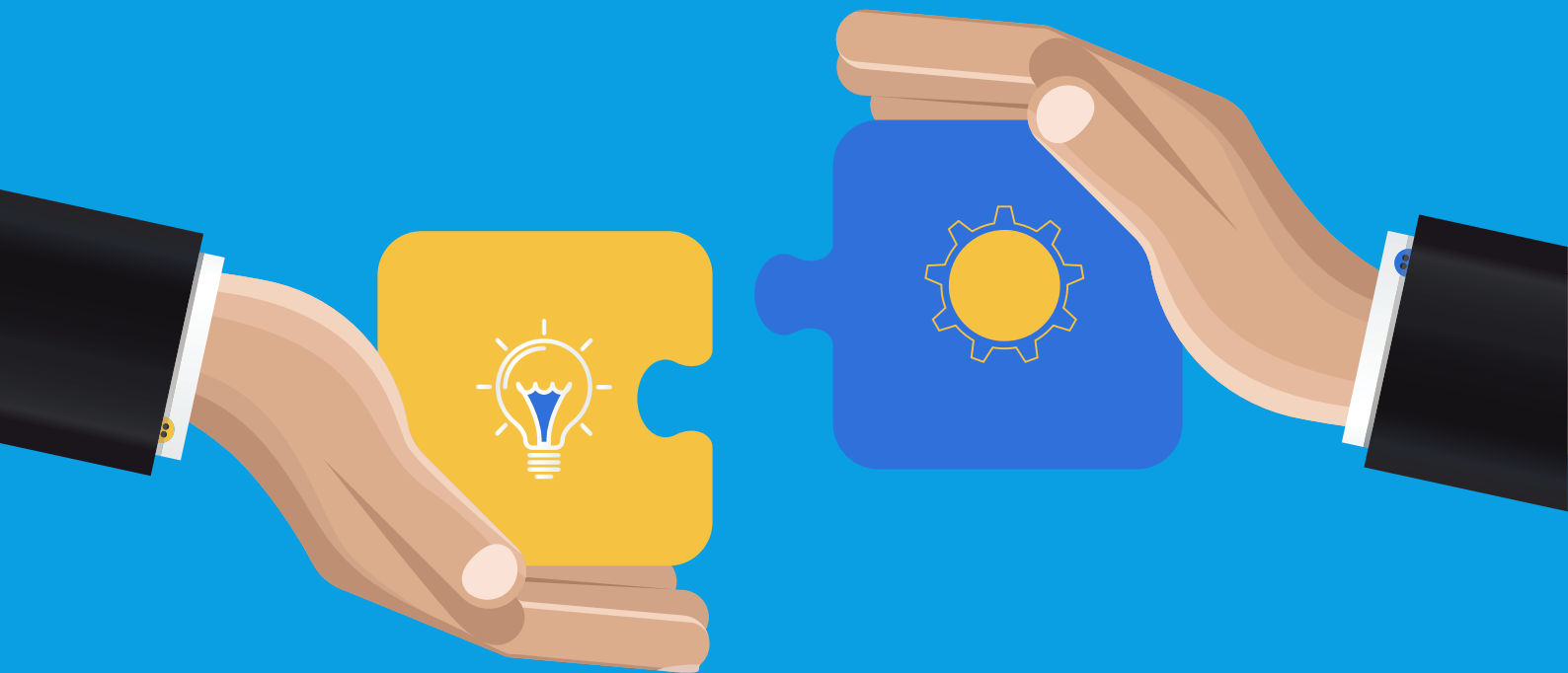




Republika e Kosovës
Republika Kosova-Republic of Kosovo
Qeveria-Vlada-Government
Zyra e Kryeministrit - Ured Premijena - Office of the Prime Minister

Report

on the implementation on the Administrative
Burden Prevention and Reduction Programme **2022-2027**
and Action Plan **2022-2024**



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Summary

The Administrative Burden Prevention and Reduction Programme 2022-2027 and the Action Plan 2022-2024 (hereinafter: the Programme) were endorsed by the Government of the Republic of Kosovo (hereinafter: the Government) on 14 September 2022.¹ Since the endorsement of the Programme, under the supervision of the First Deputy Prime Minister and under the leadership and coordination of the Strategic Planning Office (hereinafter: SPO) of the Office of the Prime Minister (hereinafter: OPM), all Programme implementation strategic and specific objectives stipulated in the Action Plan have made good progress, as highlighted in international reports.²

Given that the Programme was developed to be flexible allowing for changes for, and by the process, the implementation of several activities which were not specifically referred to in the Action Plan (hereinafter: AP) but were related to the activities highlighted in the Plan and to the Programme approach was supported in the framework of the Programme.

Likewise, the results indicated in the Report were achieved because of the great political support and prioritization of the process by the First Deputy Prime Minister and his Cabinet, the support and cooperation and good communication by and between line

Ministries and relevant agencies, the cooperation and advocacy of civil society organizations³ and business chambers⁴, and significant support provided by development partners.

The main achievements made in the reporting period involve leadership, coordination and implementation, prevention, and reduction, as well as cooperation in Programme implementation, as summarized below:

“LEADERSHIP, COORDINATION, AND IMPLEMENTATION”

- The hierarchy of responsibility for Programme and Action Plan implementation has been defined and two Strategic Planning Commission (SPC) meetings, chaired by the Prime Minister, that have been organized to push forward the implementation of the Programme. The first Deputy Prime Minister has supported the process on a regular basis and is the political carrier of the process. In operational terms, the SPO has been assigned as a SPC Secretariat, and the Government has by decision appointed the Administrative Burden Coordinator for the process.

¹Decision 27/96 of the Government of the Republic of Kosovo, dated 14.09.2022, [link: <https://kryeministri.rks-gov.net/wp-content/uploads/2022/09/Vendimet-e-Mbledhjes-se-96-te-te-Qeverise.pdf>]. Some of the activities introduced in the report were launched by the SPO before the Programme was endorsed, adopting same approach. Accordingly, those activities are also part of the Report.

² European Commission Country Report 2023, [link: https://neighbourhood-enlargement.ec.europa.eu/system/files/2023-11/SWD_2023_692_Kosovo_report_0.pdf].

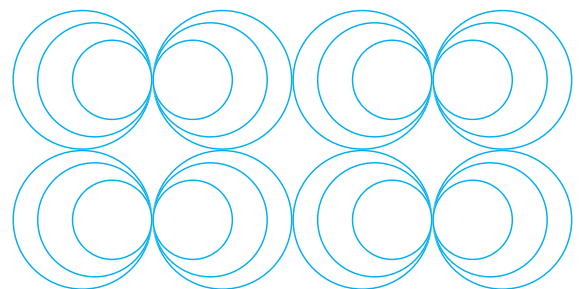
³ Respectively, Democracy Plus (D+), Group for Legal and Political Studies (GLPS), Open Data Kosovo (ODK) and GAP Institute (GAP).

⁴ As for example with the German-Kosovar Business Association (GKBA).

- 52 officers responsible for administrative burden have been appointed – 20 at the central level, by the decisions of general secretaries and directors of relevant executive agencies, and 32 at the local level, by mayoral decisions.
- 10 activities have been undertaken to develop methodologies or other tools to implement the program, such as analyses, guides, and catalogues. The analysis of independent institutions, which include 110 permits, has begun, including digitalisation analysis for another 150 permits. Six (6) out of these ten (10) activities have been completed, and four (4) are ongoing.
- A total of 85 activities for program and action plan implementation have been undertaken; 62 of them have been completed, and 23 are ongoing and likely to be completed in 2024.⁵
- Training materials have been prepared, including the modules that are closely related to administrative burden prevention and reduction; exercises were done according to the modules, a training impact measurement test has been prepared and 65 central and local level officers have been trained. To raise the awareness of public officials about administrative burden and address it, five (5) out of six (6) planned activities have been completed, and one (1) is ongoing.
- Out of 65 public officials trained so far, 27 and 38 are from central and local levels respectively. As for gender participation, a lower participation of women (37%) compared to men (63%) has been observed. The low participation of women from the local level, with only 18%, has contributed to such a low percentage.
- Though one might say that the participation of public officials was low in general, the 65 officials have achieved high scores in the evaluation test because of an increase of 20% in correct answers provided by both genders in the test on the final day of the training compared to the one completed on the first day of training.⁵

ADMINISTRATIVE BURDEN PREVENTION

- To prevent administrative burden, six (6) activities have been undertaken in general, three (3) of which have been completed, while three (3) others are ongoing. Among completed activities, 77 draft policy documents that were in the drafting phase have been checked/reviewed to prevent administrative burden (20 concept documents, 14 draft laws and 43 draft by-laws).



⁵ Activities highlighted in green on the tables are completed activities, and activities in blue are ongoing activities that will continue in 2024.

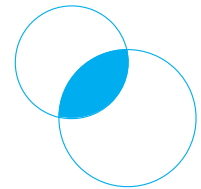
ADMINISTRATIVE BURDEN REDUCTION

- 152 services were simplified at central and local levels, and 64 other services have been eliminated at the local level, in three municipalities. According to the measurements made through the Standard Costing Model, more than two (2) million Euros have been saved in the process.
- More than 30 services have started to be digitalised (the party applies, performs additional actions with the institution and receives the service online). The services which at the last stages of digitalisation include: 1) free profession services provided by the MoJ, 2) land surveying services provided by the KCA; 3) services related to driving schools provided by MESPI; and services at initial stages of digitalisation include 4) diploma recognition services provided by MESTI; 5) grant and subsidy services provided in the MCYS. The plan is to digitalise more than 50 other services in 2024, by adopting the same approach.
- To reduce the administrative burden, 46 activities have been undertaken at central and local levels. Out of these, 39 were undertaken at central level, 12 of which are ongoing, and all seven (7) activities undertaken at the local level have been completed.
- At the central level, 49 services have been simplified in four (4) ministries and about 1.6 million Euros have been saved by the simplification. 32 services have been simplified in MIET, 14 services in

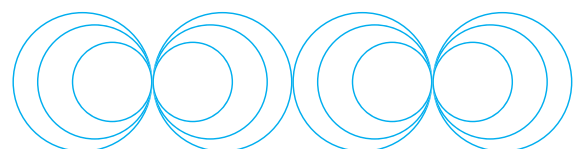
MIA, 2 services in MESPI and one (1) service has been simplified in MAFRD.

- At the local level, 103 services have been simplified and 64 have been eliminated in three municipalities, and savings in the amount of about 628,688 Euros have been achieved because of simplification and elimination. The municipalities involved in simplification and elimination are Prizren (37 services simplified and 25 eliminated) and Ferizaj/Uroševac (50 services simplified and 26 eliminated) and Peja/Peč (16 services simplified and 13 eliminated). In 2024, around 100 other services are expected to be simplified in other municipalities.

COOPERATION FOR IMPLEMENTATION



- During the reporting period, close cooperation was established with relevant stakeholders, such as development partners, civil society, economic and business associations, and international organizations. Out of a total of 13 activities undertaken for cooperation, only 3 of them are ongoing, while the other 10 have been completed as foreseen in the Action Plan.



"The achievements highlighted above and the implementation of the Programme would be incomplete without the support of the European Union and Germany, through the co-financed project for administrative burden prevention and reduction "Support to EU Integration Reform Processes in Kosovo", implemented by GIZ, and without the support of the Swiss Government State Secretariat for Economic Affairs (SECO), through the Acceleration of Investment Climate Project, implemented by International Finance Corporation (IFC)."

- Interested parties can request all pieces of evidence of achievements presented in this Report at the Strategic Planning Office of the Office of Prime Minister.

1. STRATEGIC APPROACH

The implementation of the 2022-2023 Programme was accompanied by some key aspects, which are crucial to achieving results in implementation. All implemented activities relate to the following four main aspects:

- Stability.
- Prevention.
- Reduction.
- Cooperation for the implementation of the Plan and Programme.

The organization of work according to these aspects, which are inseparable and **create synergy**, has contributed to **increasing the awareness of public officials**, civil society and business associations on the importance and care that should be given to administrative burden for citizens and businesses. Likewise, this approach has also complemented other digitalisation processes to improve services introduced in the Public Administration Reform Strategy and E-Government Strategy, approved by the Government.

Based on the analysis of the current situation in this area, focused on public policy development framework (strategy, concept documents and legislation), human resources (policymaking, legal, technological) and the administrative culture of the public administration in the country, the strategic approach for the implementation of the Programme has been developed to correspond to the situation analysed.

Some of the aspects or keywords of this approach (which are expressed in the Programme, but some have also been developed during implementation) include the following:

- Process planning and ownership

For a successful implementation of the Programme, planning and coordination as well as ownership and implementation have been centralised. Accordingly, the ministries have received ready-made plans and support with expertise from the centre (from the idea to provide support in developing or amending policies and legislation to the development of systems and their maintenance for a period of two years), while they have led and showcased ownership over the ongoing reform, designing the

services so as to facilitate the reduction of the burden for citizens and businesses and the costs of services provided by relevant institutions. Some instances that can be mentioned at this stage are: The Ministry of Justice (hereinafter: MoJ), the Ministry of Environment, Spatial Planning, and Infrastructure (hereinafter: MESPI), the Kosovo Cadastral Agency (hereinafter: KCA) etc.

- Simultaneous simplification and digitalisation

A new strategic approach has been developed for the simplification and digitalisation to be done simultaneously. It should be noted that, according to the practices of other countries, simplification is usually followed by digitalisation, but the new strategic Programme approach has taken on the path towards simultaneous simplification and digitalisation, promoting digitalisation as a motivator for simplification. This comes because of the current situation in the public administration, which is characterized by delays in the amendment of legislation and an outdated administrative culture.

- Combination of subjects and officials

Considering the administrative culture in public administration, which is often isolated in terms of training on various processes that lead to a single result (service for citizens and businesses), the new strategic approach has also been developed to combine topics and public officials for the same issue. In this regard, working groups, trainings, fora, or various events have been organized to enable public policy-making officials, legal officers, and information technology officers to get together in receiving training on administrative burden processes and discuss and implement activities aimed at achieving the same results during

the process.

- Cooperation: from advocacy to implementation
- In other countries, some analysis, measurements or identification of methodologies and ideas are done through the cooperation of the Government with the universities. Given the lack of capacities in public administration, for some important aspects of Programme implementation – such as analyses, measurements and identification of methodologies and good practices – the new approach has also included cooperation for implementation with society civil organizations and business associations for the process to advance from cooperation for advocacy to cooperation for implementation. In this context, as stated in the Report (see the chapter on Cooperation), some analyses, measurements or supervisions have been implemented, as Programme activities, with the support of civil society organizations or business associations.
- Raising awareness within the administration

Raising the awareness of administrative burden within the administration is one of the most important aspects of the Programme approach. This is being done through training, design and joint work and working groups or joint forums. As stated above, and detailed in the Report below, it turned out that new training module also serves to raise the awareness of administrative burden processes and benefits for officials at work if they prevent or reduce the burden and if they digitize the processes. Also, one of the methods aimed at raising the awareness is the process of co- designing ser-

vices or creative thinking, where officers, according to different groups and profiles, learn, discuss, and create user-centred service prototypes, designing them to make their work easier during the process.

All these aspects have facilitated and enabled the implementation of the Programme so far and will continue to do so in the future.

2.SUSTAINABILITY

One of the main aspects for the implementation of the Programme is ensuring sustainability. This aspect is necessary and key to influence administrative culture in the development and design of public policies (strategy, concept documents and legislation), to improve the services provided to citizens and businesses and to prevent and reduce administrative burden.

In the context of ensuring sustainability for the implementation of the Programme, measures have been taken in four directions, such as mechanisms, tools, expertise, and training.

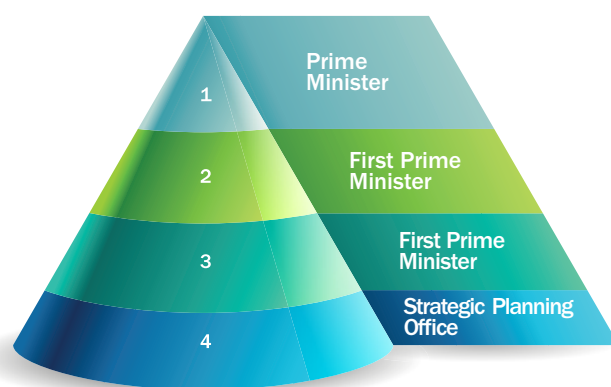
2.1. MECHANISMS

Establishing and rendering Programme implementation mechanisms have focused on two levels: political and operational (central and local).

As for the political level, as noted in the Programme, the Strategic Planning Commission (hereinafter: SPC), chaired by the Prime Minister, has convened twice during the year. Politically responsible for the ad-

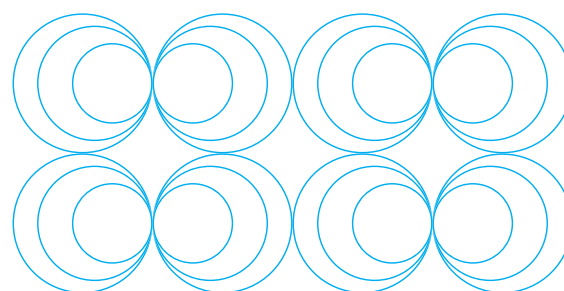
ministrative burden process within the Commission is the DPM, and SPC membership has included the relevant ministers whose attention was required to postpone the implementation of the Programme. SPC also has an Operational Secretariat, which is covered by the SPO and OPM. The following figure shows the hierarchy of SPC responsibility:

Figure 1: Hierarchy of institutional responsibility



At the operational level, the establishment of mechanisms has focused on three levels: OPM, central institutions and municipalities, according to the following table:

Table 1: Establishment of mechanisms for the implementation of the Programme



No.	Activity	Relation to the Programme	Institution	Implementation indicator
1	Appointment of Administrative Burden Process Coordinator by the decision of the Government	AP 3.1	Government	1 Administrative Burden Process Coordinator was appointed by Government decision.
2	Appointment of central level officials responsible for the administrative burden process by the decision of the general secretaries	AP 3.2	ML	20 officials responsible for the administrative burden process at the central level were appointed by general secretaries or directors of relevant executive agencies.
3	Appointment of local level officials responsible for the administrative burden process by mayoral decisions.	AP 3.3	MLGA, Municipalities	There are 32 officials responsible for the administrative burden process at the local level, appointed by mayoral decisions.
4	Organization of Strategic Planning Commission meetings	AP 5.2	SPO	Two SPC meetings, chaired by the Prime Minister, were organized, where pushing forward the process of the administrative burden was discussed with the line ministers.

2.2. TOOLS

Various tools that have rendered the implementation of the Programme possible, including analyses, methodologies, guides, and catalogues, were developed, designed or improvement as presented in the following table:

Table 2: Development, design, and improvement of tools for the purpose of Programme implementation

No.	Activity	Relation to the Programme	Institution	Implementation indicator
1	Analysis for identification of shortcomings and challenges in the development of concept documents	AP 3.9	SPO	The analysis has been completed and shortcomings and challenges for the development of concept documents have been identified, and proposals have been made to avoid them by updating of the Guidelines [t.n. for the Preparation] of Concept Documents, by amending and supplementing the Government Rules of Procedure, the checklist, the filtering test and by process coordination.
2	Development of an additional Sample Guidelines [t.n. for the Preparation] of Concept Documents to include the administrative burden process	AP 3.9	SPO	The additional Sample Guidelines [t.n. for the Preparation] of Concept Documents has been finalised and is ready to use.

3	Analysis for updating the Guidelines for Development of Explanatory Memorandums	AP 3.12	SPO	The analysis for updating the Guidelines for Development of Explanatory Memorandums has been completed and proposals for new guidelines for explanatory memorandums have been made based on the needs of our institutions and the EU practice.
4	Drafting new Guidelines for Development of Explanatory Memorandums	AP 3.12	SPO	The Guidelines for Development of Explanatory Memorandums has been completed.
5	Development of methodology for the implementation of the principle of personalization in service simplification and digitisation	ABPRP 1.2.	SPO, AIS	The methodology for the personalization of services has been finalised, and principles, approaches, methods, and steps for the personalization of services have been identified and must be followed throughout the service design, both in terms of regulation and digitisation.
6	Development of the Guidelines on SCM and Excel Files	AP 3.10	SPO	The new Guidelines of SCM are finalised and ready to use.
7	Development of e- SCM Excel Files.	AP 3.11	SPO	The concept for the development of SCM and Excel Files has been developed and the work on the digitalisation of the application has begun.
8	Development of Guidelines for the Implementation of the Principle of Cost Recovery and Excel files	ABPRP 2.2.1	SPO	The new Guidelines for the Implementation of the Principle of Cost Recovery have been finalised and are ready to be used to measure administration costs in the provision of services.
9	Electronic development of the Excel File for the implementation of the principle of cost recovery	ABPRP 2.2.1	SPO	The concept for the development of the application for the digital implementation of the principle of cost recovery has been developed and digitalisation work has begun.
10	Development of filter test for public policies	ABPRP 2.1	SPO	The public policy filter test has been finalised and is ready to use.

2.3. EXPERTISE

Due to the lack of capacities in the OPM and other institutions, one of the most important aspects is the external expertise to be provided and contracted by development partners, to support the OPM and implementing institutions. As indicated above, also in the provision of expertise, the Programme approach has motivated the provision of a **t**, including legal, policymaking, digitalisation, and communication expertise.

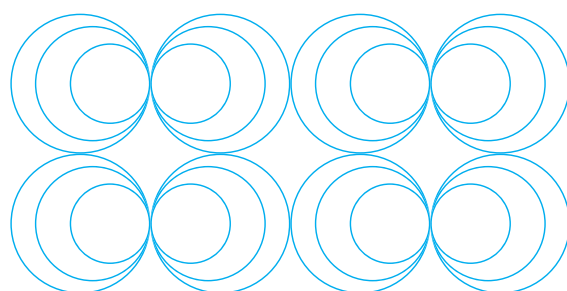
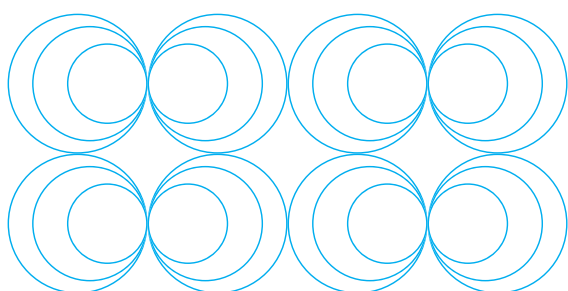
Long-term experts or other short-term consultants support the process, both for administrative burden prevention and reduction, as well as for training public officials at central and local levels. It should be noted that legal and policy experts coordinate with the SPO and support institutions that implement the Programme, while developers and the Cyber Security Expert coordinate with the Agency for Information Society (hereinafter: AIS) and the SPO as required in supporting the administrative burden process in the context of digitisation.

2.4. TRAINING

The training of public officials at central and local levels has started in September 2023, following the development of the new module, and accompanying materials and evaluation tests, in cooperation with the Kosovo Institute for Public Administration (hereinafter: IKAP). The new module, as briefly mentioned above, has followed the combined approach, including the main components for administrative burden prevention and reduction: the Standard Costing Model (hereinafter: SCM), the regulatory impact assessment (concept documents), the principles of general administrative procedures closely related to administrative burden and legal drafting and creative service design, a new concept initiated in public administration. These components are accompanied by conceptual parts, such as administrative burden definition and digitisation or development of public policies that enable digitisation.

The activities that have been carried out to raise the awareness of public officials through trainings involve the following:

Table 3: ACTIVITIES to build the capacities and raise the awareness of public officials through trainings



No.	Activity	Relation to the Programme	Institution	Implementation indicator
1	Detailed analysis of trainings provided at the IKAP in the context of administrative burden and identification of needs and profiles for a training on administrative burden	AP 3.7	SPO, IKAP	The analysis has been completed and identified the current trainings at IKAP and their relation to the administrative burden and has also provided the manner of training on administrative burden.
2	Preparation of profiles and list of officials to participate in trainings	AP 3.7	SPO	Profiles of officials for training have been completed. The list is being prepared and will include public officials from ministries, agencies and municipalities.
3	Preparation of training material, including the manual, presentations, training exercises and tests, according to the Programme.	AP 3.7	IKAP, SPO	The training module for the process of administrative burden prevention and reduction has been completed and its implementation has begun.
4	Organization of trainings for public officials at central and local levels.	AP 3.13 and 3.14	IKAP, SPO	4 rounds of trainings have been organized for 2023, with a total of 65 officials at central and local levels, and planning for about 400 more officials for 2024 has been made.
5	The analysis of policy making and ICT impact on gender equality and the development of the training concept on ICT impact on gender equality	ABPRP 3	SPO	The prepared concept informs public officials about ways to include the gender perspective in different elements of the administrative burden process.
6	Preparation of the training module on the aspect of gender equality for policy making and ICT development	ABPRP 3	SPO	The draft module has been prepared and is ready for consultation with the stakeholders in order to be integrated into administrative burden prevention and reduction module.

Participation in the training has been and continues to be combined, which means that officials with different functions are following the same training at the same time, where challenges, problems, questions, lessons, and experiences are being shared between them. This combined approach has proven to motivate interactivity, which has rendered the training conducive to the creation of institutional sustainability for administrative burden prevention and reduction. This approach, among other things, is also serving to raise the attention of public officials to the administrative burden process.

Trainings are being organized as per institutional prioritization – no more than two trainings per month and no less than five days for training, which includes three days on administrative burden prevention and reduction and two days on design thinking. The training is followed with a knowledge test in the beginning and the end of the training to evaluate the impact of the training. It should be noted that the first officials who were trained are officials responsible for administrative burden at central and local levels, assigned by the decision of ministerial general secretaries, directors of relevant ex-

ecutive agencies and mayors. Among the trained officials were also some officials who were directly involved in processes and activities aiming at administrative burden prevention and reduction in 2023 and will also be involved in 2024. Trainings held in September-December 2023 have produced the following results (which may be detailed and completed in the next report, which will also include the participation of other officials in the training).

Data on participation in training and testing, test pass rate and training impact based on evaluation test, broken down at central and local levels and by gender, look as follows:

Figure 2: Participation in the training by central and local levels, divided by gender

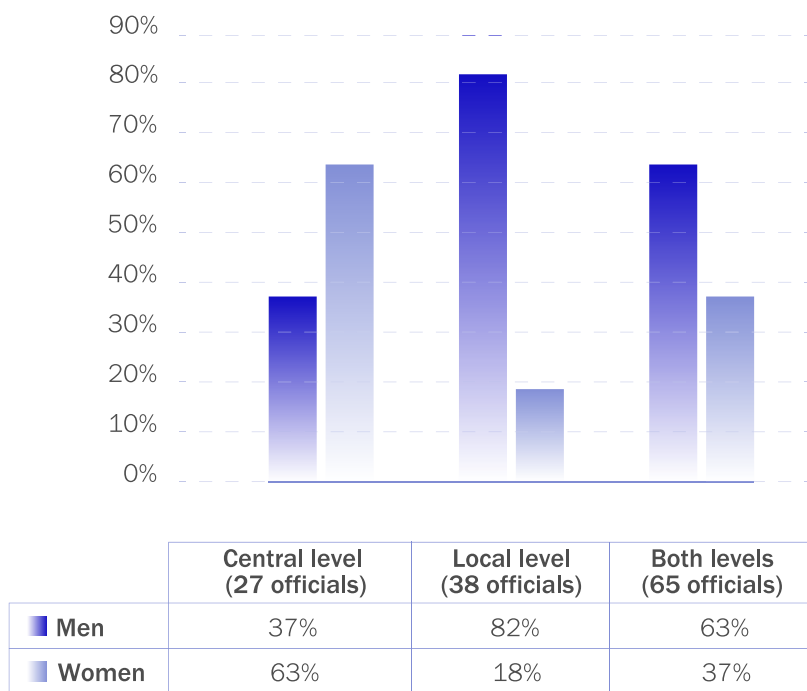
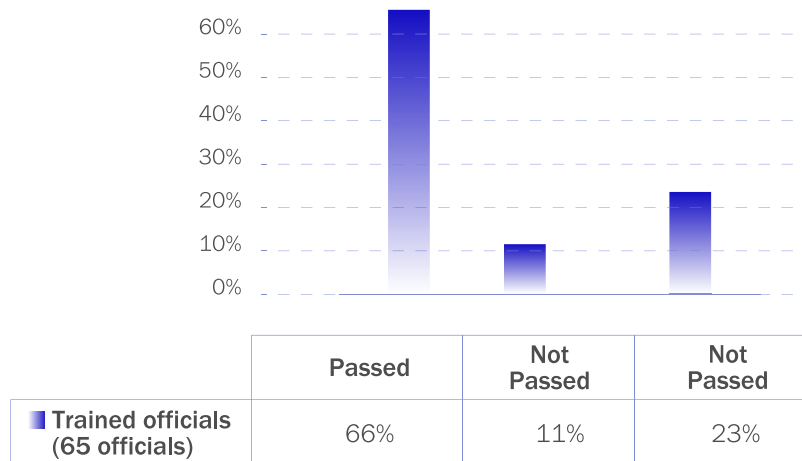


Figure 1 displays an unsatisfactory figure in terms of women participation in the training at the local level (18%), and this reduces the total number of women in administrative burden prevention and reduction training (37%).

Figure 3: Test participation and performance, as a total



As seen in Figure 2, the percentage (%) of those who have not passed the test is small (11% or 7 officials have not passed the test) compared to those who have (66% or 43 officials have passed the test), but there is a higher percentage of those who have not been tested (23% or 15 officials have not been tested). Based on the challenges discussed in the training, one of the main reasons behind the failure to get tested in the beginning of the training, i.e., in the first trainings, is also because some topics related to administrative burden prevention and reduction are completely unknown to them, and this shows uncertainty for testing. However, because of this, we will work on increasing the awareness and communication, so that the topic of administrative burden is not something new.

Figure 4: Test pass rate, broken down by gender

Also, as it can be seen from Figure 3, the percentage (%) of women (42%) who have passed the test is lower compared to men (58%).

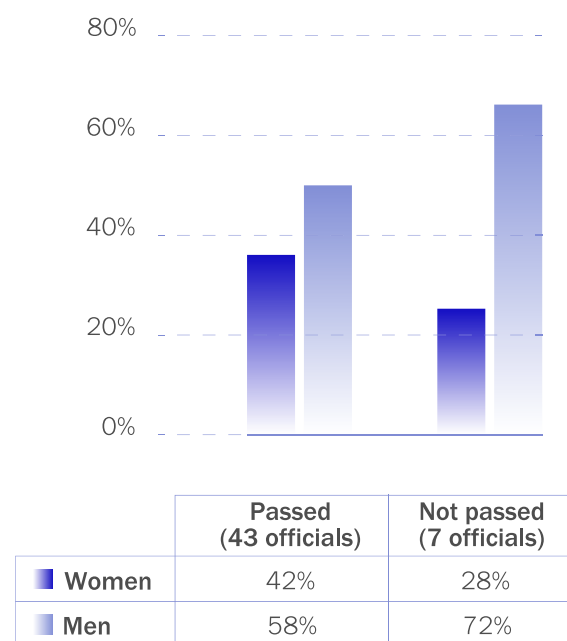
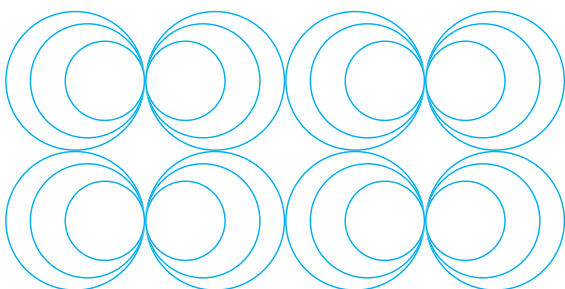
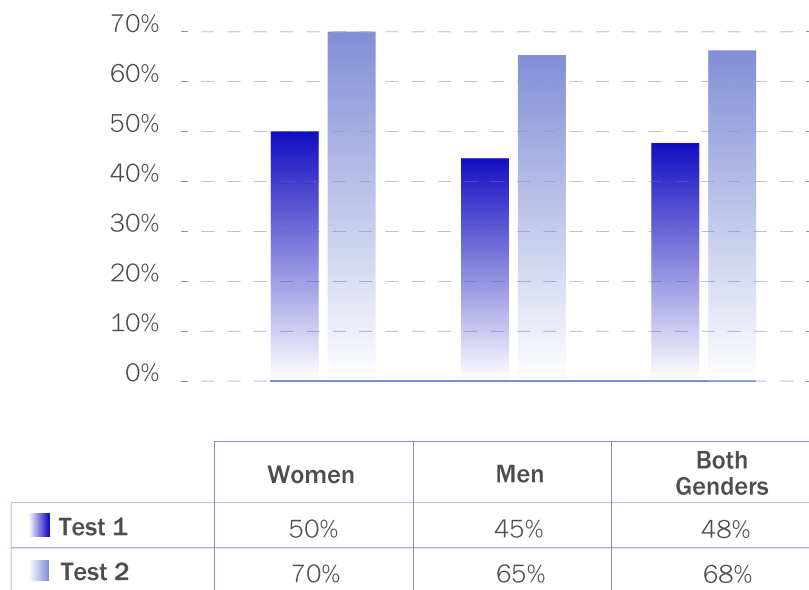


Figure 5: Evaluation test results



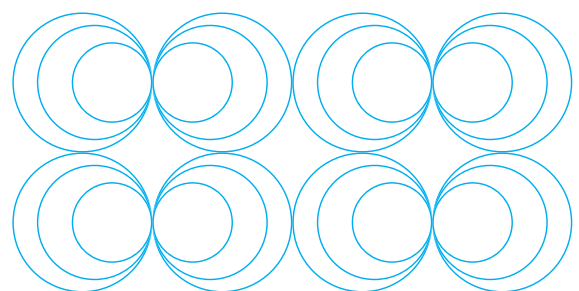
The most important part of measuring the evaluation training test results is the difference between correct answers in the training tests, which are given once in the beginning and once in the end. As the above data indicate, it turns out that women have performed better than men. Both in the first test and the second test, they have scored more points than men, although the impact or the difference between the first and the second test is the same, with 20 percentage points for both genders.

Therefore, as it results from the data presented in the figures above, for the training, the basic knowledge of the trained officials (men and women altogether) turns out to reach only 48% in the first test, and 68% in the second test.

Hence, the result of the second evaluation test marks a 20% increase. In general, the difference between the first and the second test by 20% indicates a training success.

However, in the context of process sustainability and institutional situation in the country for the provision of services in general, these figures are low.

Yet, we must emphasize that for an even better performance and better understanding of processes, in addition to training, it is also necessary to develop a comprehensive approach to administrative burden capacity building, including proper information of public officials, self-learning, e-training, direct support at work (coaching), etc.



3. PREVENTION

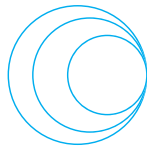
Ensuring sustainability, which was mentioned above, is a key aspect in administrative burden prevention in public policies, be they strategies or concept documents, be they laws or by-laws. Sustainability in the process motivates systematic work towards achieving the desired reform. In this context, since June 2023, the Government, through the SPO of the OPM, has undertaken and repeated several measures and activities to prevent the administrative burden.

Table 4: Activities undertaken in the context of prevention:

No.	Activity	Relation to the Programme	Institution	Output - Outcome - Progress
1	Development of the checklist in the context of administrative burden prevention and reduction during the development of concept documents	ABPRP 1.5 & 2.2.2	SPO	The checklist has been finalised, and the key issues that a concept document should contain in the context of administrative burden have been identified.
2	Ongoing check of concept documents in the context of administrative burden	ABPRP 2.2.2	SPO, GCS	20 concept documents were checked and commented during development and consultations.
3	Ongoing check of legislation in the context of administrative burden	ABPRP 2.1	SPO, ML	14 draft laws and 43 draft by-laws were checked and commented on during the consultations.
4	Development of the methodology for the implementation of the "one in, one out" principle	AP 3.17	SPO	The development of the methodology for the implementation of the "one in, one out" principle has begun, a methodology which will contain key elements that must be followed in the implementation of the principle.
5	Identification of key permissions for which there is more population and frequency by women and youth.	ABPRP 1.5	SPO	The identification has begun and will contain key permissions which are populated and frequented mostly by women and young people.
6	Development of business information passport	AP 1.18	SPO, MINT	The Business Information Passport has been prepared as a first draft and is ready for consultation with the stakeholders. The Passport provides instructions on navigation along the path of entrepreneurship regarding ideas, registration, development, expansion, etc., in Kosovo.

These measures focus on the control of public policies (concept documents and legislation) during their development or during consultations, as a common procedure stipulated in the rules in force.

3.1. CONCEPT DOCUMENTS

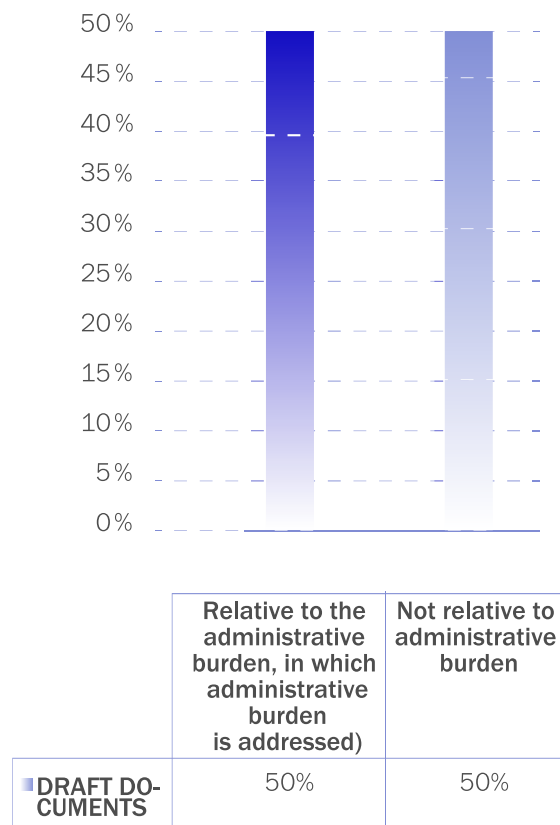


In this context, as far as concept documents are concerned, based on the checklist developed specifically for the regulatory impact process, checks and interventions in the context of administrative burden focus on summary, introduction, problem definition, objectives, options, impact assessment, communication and consultation, comparison of options, implementation plan, etc., always according to the need and the nature of the issue covered by the concept document.

Guiding questions for the comments and interventions in the concept documents have focused on the principles of general administrative procedure, such as cost recovery principle, informality principle, the once only principle of data circulation, proportionality principle etc., which save time and money for citizens and businesses.

The process of control and interventions in concept documents has resulted in following statistics:

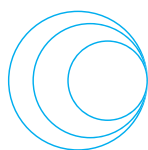
Figure 5: % of concept documents reviewed, relative and not relative to administrative burden



As can be seen in the figure, 50% of concept documents or 10 concept documents have turned out to be relevant in the context of administrative burden and these concept documents address administrative burden in different forms, focusing on key chapters, such as problem definition, objective and option setting, identification of impacts and planning. In most cases, the SPS and GCS team at the OPM have helped line institutions analyse the implications of administrative burden in relevant concept documents, through consultation with the working groups. Interventions made in concept documents are useful in two directions: 1) for the attention of officials drafting administrative burden concept documents, whose attention will also be reflected in the subsequent concept document policy; and 2) the approval of concept documents by the Government makes dealing with administrative burden in the course of preparation of legislation mandatory.

It should be noted that some concept documents discussed are still being developed as per legal procedures in force and some of them have been approved by the Government.

3.2. LEGISLATION



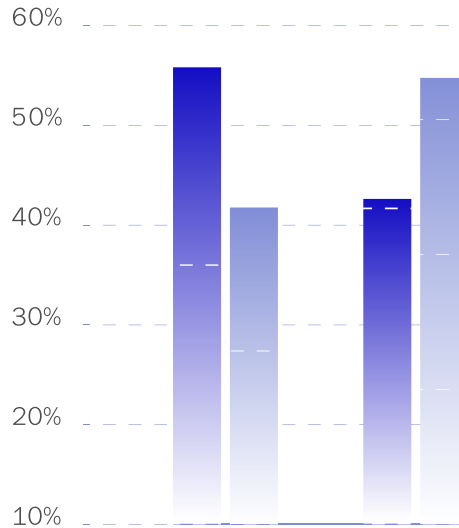
As to legislation, both primary and secondary, the Government of Kosovo has, through the OPM SPO, taken several measures to prevent administrative burden, checking the legislation during the phase of preliminary consultations in the context of administrative burden. Legislation checking and feedback, thereon, have been focused on various aspects of administrative burden

prevention and reduction and smart governance, such as:

- *Service design.*
- *Cost recovery principle.*
- *Once only principle of data circulation.*
- *Aspects of readiness for digitisation, etc.*

However, it should be emphasised that this checking was not focused on the aspect of legality or constitutionality of the checked legislation. So, checking and feedback was focused on principles of smart governance. When it comes to legislation in the context of administrative burden, we must consider that, based on the situation on the ground, legislation covering various services is amended less often and not only in the context of improving service provision, but for other aspects was well. Therefore, it is not by chance that a low percentage of legislation is relevant and has been checked and commented on in the context of administrative burden. So, the institutions do not adopt a proactive approach about the amendment of legislation only for the improvement of services, which is why the plan is to reduce administrative burden. In this context, the Programme's strategic approach will facilitate legislative amendments through a centralized process coordination. However, in 2024, the planned legislation revolving around administrative burden will be identified, checked, and commented on and interventions will be made during the development phase, by detailing, in the next report, the level of cost savings and other statistical elements during administrative burden prevention. Taking this as a basis, from June-December 2023 period, in terms of primary (14 draft laws) and secondary (43 draft by-laws) legislation check, the total results are as follows:

Figure 6: Primary and secondary legislation with and without implications for administrative burden



	Primary legislation	Secondary legislation
Checked and commented legislation containing administrative burden	57%	44%
Checked legislation that is not relative to administrative burden	43%	56%

As highlighted in the figure above, after checking the legislation that has gone through the OPM, it turns out that 57% of primary legislation has entailed an administrative burden and was commented on in its context. On the other hand, in the case of secondary legislation that was checked and commented by the SPO team during the consultations, it appears that 44% of secondary legislation checked has entailed an administrative burden. Statistical data above are limited, because the adoption of the checking approach has begun rather late i.e., from June 2023. However, for the year 2024 and in the next report, there will be other statistics that will cover the sectors, service types and prevention cost, as the checking will also be conducted after the approval.

4. REDUCTION

Administrative burden reduction is focused on central and local levels, including the preparatory phase and the operational phase for the simplification and digitalisation of services. The preparation for simplification and digitalisation of services includes legislation and regulatory situation analysis, by proposing recommendations on required interventions. Also, the analysis of the current state of the digital framework and how it should be developed, through the "As is, to be" method. As regards digitalisation, which has begun in some institutions, some of the following steps or principles have been followed:

- *the process was analysed from users' perspective.*
- *the prototype was developed and tested with the users.*
- *the final system was developed following the final prototype.*
- *the legal framework was developed following the digital prototype.*
- *e-Kosova was used as a single window for the provision of services.*
- *the "only once" principle was followed.*

4.1. MEASURES AND ACTIVITIES FOR SIMPLIFICATION AND DIGITALISATION AT THE CENTRAL LEVEL

In terms of Programme implementation, the following were the measures and actions that were undertaken to simplify and digitalise services at the central level:

Table 5: Activities carried out with the aim of simplification and digitalisation at the central level

No.	Activity	Relation to the Programme	Institution	Output - Outcome - Progress
1	Development of the catalogue of services at the central level	ABPRP 3	SPO, AIS	The catalogue of services at the central level has been developed. 80 institutions were researched, about 750 services were identified, 23 questions for each service.
2	Analysis and evaluation of digital infrastructure in central administration	AP 1.10	SPO, AIS	The analysis has been completed and served to identify and analyse the readiness of the current infrastructure for digitalisation of permit processes.
3	Central administration digital interoperability architecture analysis and evaluation	AP 1.10	SPO, AIS	The analysis has been completed and served to assess the current digital interoperability at the central administration and give recommendations on its improvement.

4	Analysis and evaluation of the legislation on digitalisation at central administration	AP 1.10	SPO, AIS	The analysis has been completed and served to assess the current regulatory situation in the context of digitisation and give relevant recommendations for improvement.
5	Methodology for institutional readiness for digitalisation and prioritization of services	AP 1.10	SPO, AIS	The methodology for institutional readiness for digitalisation and prioritization of services has been finalized and can be used by public administration.
6	Analysis and assessment of ministries' readiness for digitalisation	AP 1.10	SPO, AIS	The analysis and assessment of the readiness of the ministries that issue most of the permits has been completed and is being used for the permits selected for simplification and digitalisation
7	Identification and analysis of central e-registers and GG services	AP 1.10	SPO, AIS	Central e-registers have been identified and analysed in the context of compatibility with the GG system.
8	The tool for prioritisation of digitisation services	AP 1.10	SPO, AIS	The service prioritisation tool has been completed and is ready to be used by public administration.
9	"AS IS, TO BE" analysis of the services in MEST, MIET, RRA, RAEPC, MoJ, KMA, MoH and MESPI	AP 1.10	SPO, AIS	The service analysis (30) has been fully completed and is being used.
10	Detailed "AS IS, TO BE" analysis for digital notarization	AP 1.10	SPO, AIS	The digital notarization analysis has been completed and the same has been used to draft a law on notary that would be as digitalisation friendly as possible.
11	Development of methodology for services that can be provided digitally and for which e-signature is not required.	ABPRP 3	SPO, AIS	The methodology has been developed and is ready to be used by relevant institutions.
12	The development of application for the TAK Call Centre to manage taxpayers' incoming calls	AP 1.15	TAK, SPO	The plan is to finalise and integrate the application for incoming calls with other relevant platforms at the TAK in February 2024.
13	Analysis of taxpayers' needs, and experiences related to communication and services provided by TAK	AP 1.15	SPO, ATK	The analysis of needs and experiences has been completed by the contracting company and the same has provided results based on which the concept for customer support at the TAK was built.

14	Development of the concept for upgrading and modernizing the customer service provision at the TAK	AP 1.15	SPO, TAK	The concept envisages changes required at the TAK in terms of communication-related procedures and solutions and taxpayer services. The concept will be preceded by a survey with taxpayers of different categories, which will attempt to measure the taxpayers' satisfaction/experience with the services provided by the TAK.
15	Preparation of the omnibus draft law for the simplification of the permits offered by the MAFRD, MESPI, MH, MiA, MoJ, MESTI, MFLT, ME and MCYS.	AP 1.1 – 1.4	LO, MAFRD, MESPI, MH, MIA, MoJ, MESTI, MFLT, ME and MCYS	The draft omnibus law has passed the consultation stage and was finalized as a draft with the support of the development partner. The plan was for the Government to approve it in November 2023 but that was postponed for Q4 2024.
16	The analysis of the simplification of permits issued by independent bodies: CAA, IMC, ERO, CBK, RRA, ICMM, RAEPD and WRA.	AP 1.7	LO	The analysis for the simplification of the permits provided by the independent bodies is close to being finalised. The same will be approved by the Government during the first quarter of 2024.
17	Development Information of Public Guidelines for Inspections	ABPRP 1	PIO, SPO	The Guidelines have been finalised and are ready to use.
18	Development of three (3) guidelines on inspections: 1) For mandatory data requirements for inspections recording and reporting at different levels within the system of inspectorates 2) updating checklists based on risk assessment and 3) joint inspections.	ABPRP 1	PIO, SPO	Work has begun in developing the three guidelines, which will be drafted by getting input from the meetings with central inspectorates, which will increase the quality of mandatory data requirements and reporting within the system of inspectorates and lay an emphasis on administrative burden reduction and boost transparency. Separate workshops on all the guidelines were held with clusters of central inspectorates to present the work methodologies and the best international practices that may be applied in Kosovo.
19	Development of the Analysis for the Assessment of the Impact of Regulatory Inspections on Kosovar Businesses	ABPRP 1	PIO, SPO	The Analysis for the Assessment of the Impact of Regulatory Inspections on Kosovar Businesses has been developed by consulting focus groups organized with businesses and the main impacts of regulatory inspections on Kosovar business have been identified.
20	The development of guidelines for the preparation and implementation of complaints mechanisms for third-party inspection requests and complaints to promote third-party inspections.	ABPRP 1	PIO, SPO	The draft guidelines to promote inspections at the request of third parties has been developed and is ready to use.

21	Detailed legal and process analysis according to the "AS IS, TO BE" method for category 1, 2 and 3 construction permits	AP 2.4	MESPI, SPO	The analysis was completed together with the MESPI and 3 municipalities: Pristina, Prizren and Suharekë/Suva Reka.
22	The development of the concept for simplification and digitalisation of employment services	AP 1.14	SPO, EARK	The development of the concept for simplification and digitalisation of employment services provided by the EARK has begun and will be ready soon, to proceed with the first steps towards digitalisation at the EARK.
23	The concept for simplification of the service of supplying Kosovo citizens with ID cards	AP 2.10	SPO, CRA	The concept has been completed and, according to the same, the intervention to improve the provision of identity cards for citizens will begin.
24	Complete digitalisation of obtaining the Criminal Record Certificate and its display in e- Kosova	AP 2.6	KJK, AIS, SPO	The criminal record certificate has been digitized and can be downloaded from e-Kosova.
25	Digital development of the application for subsidies and grants at the MAFRD	AP 1.12	SPS, MAFRD	The mini-end system has been finalised. It is up to the MAFRD to decide when to start putting the developed application into use. The discussion with the Minister of the MAFRD for the complete development of all MAFRD end systems.
26	Analysis of current regulatory state of Ministry of Justice legal services: bar examination and licensing of lawyers, certification and licensing of mediators, private enforcement agents, bankruptcy administrators and notaries.	AP 1.11	SPO, MoJ	The analysis has been completed entirely and digitalisation prototype has been developed based on it.
27	Development of the digital prototype for the digital system for MoJ's legal services: bar examination and licensing of lawyers, certification and licensing of mediators, private enforcement agents, bankruptcy administrators and notaries.	PV 1.11	ZPS, MD	The digital prototype has been developed and tested with officials and applicants and the same will be used for the development of MOJ's end system.

28	<p>Drafting supplements and amendments to MoJ's by-laws regulating legal services provided by the MoJ:</p> <ol style="list-style-type: none"> 1. Proposals for amendments to MoJ Administrative Instruction No. 06/2022 on the Manner of Passing and the Programme of Bar Examination 2. Proposals for amendments to MoJ Administrative Instruction No. 03/ 2019 on Licensing Mediators in the Republic of Kosovo 3. Proposals for amendments to MoJ Administrative Instruction No. 03/2017 on the Procedures of Organization, Content and Holding of the Exam for Bankruptcy Administrators 4. Proposals for amendments to Administrative Instruction No. 02/2013 on the Programme and Manner of Passing the Exam for Private Enforcement Agents 5. Proposals for amendments to MoJ Administrative Instruction No. 01/2019 on Notary Examination Procedure and Programme 6. Proposals for amendments to MoJ Administrative Instruction No. 06/2019 on Training and Certification of Mediators 	AP 1.11	MoJ, SPO	The final drafts of the UA on MoJ's Legal Services have been drawn up and submitted to the MoJ and are undergoing preliminary consultations. They will be sent for public consultation and then approved by the Minister and so facilitate the provision of these services in digital form.
29	Development of end system of legal services provided by the MoJ: bar exam and licensing of lawyers, certification and licensing of mediators, private enforcement agents, bankruptcy administrators and notaries.	AP 1.11	MoJ, SPO	The digital end system and integration of legal services provided by the MoJ in e-Kosova is being developed by the contracted company.
30	Analysis of current regulatory state of services for land surveying services: licensing of land surveyors, land surveying companies, technical surveyors, and access to permanent stations.	AP 1.11	SPO, KCA	The analysis has been completed entirely and digitalisation prototype was developed based on it.
31	Development of digital end system for land surveying services provided by MESPI: licensing of surveyors, land surveying companies, technical surveyors, and access to permanent stations.	AP 1.11	KCA, SPO	The end digital system and integration of land surveying services provided by MESPI in e- Kosova is being developed by the contracted company.
32	Analysis for the application of EU Services Directive for legal services and driver's license related services.	AP 1.11	SPO, MESPI	The analysis has been completed and the relevance of the services related to driver's license with the EU Services Directive has been identified.

33	Analysis of current regulatory situation for driver's license related services: licensing of driving schools, driving instructors, questioners, and professional lecturers.	AP 1.11	SPO, MESPI	The analysis has been completed entirely and digitalisation prototype has been developed based on it.
34	Development of the digital prototype for the digital system for services related to driver's license: licensing of driving schools, driving instructors, questioners, and professional lecturers.	AP 1.11	SPO, MESPI	The digital prototype has been developed and tested with officials and applicants and the same will be used for the development of MOJ's end system.
35	Development of digital system for driver license services provided by MESPI: licensing of driving schools, driving instructors, questioners, and professional lecturers.	AP 1.11	MESPI, SPO	The digital end system of driver's license related services provided by MESPI is undergoing procurement procedures.
36	Analysis of current regulatory situation of the Chamber of Architects and Engineers (CAE) in the field of construction	AP 1.11	SPO, CAE	The analysis has been completed in its entirety and based on it, the drafting of by-laws required for the regulation of CAI services and their digitalisation has begun.
37	Drafting of CAI by-laws for services provided by CAI: 1. Temporary Statute of the Chamber. 2. Temporary Code of Ethics and Professional Conduct. 3. Regulation that determines the level and method of ensuring professional liability for damages that may be caused by the licensed architect and the engineer while performing actions allowed with the license obtained. 4. Regulations on compilation and maintenance of Chamber registries. 5. Regulation on the procedure for licensing, re-licensing, maintenance, suspension, and revocation of license. 6. Regulations on disciplinary procedure against members of the Chamber. 7. Regulation on the procedure for recognition of licenses issued abroad.	AP 1.11	SPO, CAE	The drafts of CAE by-laws have been finalised and await the final review by the CAE before being sent for preliminary and public consultations.

38	Development of the Transparency Portal and digitalisation of the Supplier Registration process in the Ministry of Finance, Labour, and Transfers	ABPRP 3	MFLT, SPO	The process for the development of the Reporting and Accountability Portal and digitalisation of Supplier Registration has begun and aims at publishing the data of over 100 budget organizations and 3000 end users. The portal aims to promote and increase citizens' trust in the Government and boost Government transparency.
39	Simplification and digitalisation of services for subsidies and grants at the MCYS.	ABPRP 3	MCYS, SPO	The simplification and digitalisation of the processes for grants and subsidies at the MCYS has begun. The processes were summarized in 15-20 calls and have an average of 1500 applications each.

4.2. MEASURES AND ACTIVITIES FOR SERVICE SIMPLIFICATION AT THE LOCAL LEVEL

Regarding the simplification of municipal services, it should be noted that the intervention is more limited, due to the own competences of the municipality, but also due to low readiness for change at both municipal and central government levels, when the later can have an impact. For this purpose, most interventions in municipal services involve costs or administrative payments for services, although there are interventions in the elimination or merger of services, when they fall short of legal basis or when the legal basis allows the same. Preparatory and operational measures and actions for the simplification of services at the local level that have been undertaken with the view of Programme implementation involve:

Table 6: Activities performed to simplify services at the local level

No.	Activity	Relation to the Programme	Institution	Output – Outcome – Progress
1	Preparation of the concept and methodology for the simplification of services in municipalities	ABPRP 6	SPO	The concept has been completed and contains the methodology for the simplification of services at the municipal level.
2	Development of the catalogue of services at the local level	ABPRP 6	SPO, AIS	The catalogue of services at the local level has been developed. 20 municipalities were researched and an average of 100 services were identified for each municipality.

3	Analysis for the simplification of services in the municipality of Ferizaj/Uroševac	AP 4.1	Municipality of Ferizaj/ Uroševac, SPO	The analysis has been completed and contains all proposals for the simplification of administrative payments of municipal services, elimination of services that fall short of a legal basis and the merger or division of relevant services.
4	Implementation of recommendations that have derived from the analysis for the simplification of services in the Municipality of Ferizaj/Uroševac	AP 4.2	Municipality of Ferizaj/ Uroševac, SPO	The implementation of the analysis for the simplification of services provided by the municipality of Ferizaj/Uroševac has been completed and the impact of this implementation is presented below, under the section on impact measurement.
5	Analysis for the simplification of services in the municipality of Pejë/Peć	AP 4.1	Municipality of Pejë/Peć, SPO	The analysis has been completed and contains all proposals for the simplification of administrative payments of municipal services, elimination of services that fall short of a legal basis and the merger or division of relevant services.
6	Implementation of recommendations that have derived from the analysis for the simplification of services in the Municipality of Pejë/Peć	AP 4.2	Municipality of Pejë/Peć, SPO	The implementation of the analysis for the simplification of services provided by the municipality of Pejë/Peć is at the final stage of implementation. As agreed, it is expected that the Regulation on determination of payments will enter into force in early 2024, with the proposed amendments.
7	Development of E-Municipalities section within the E-Kosova platform	AP 4.8	AIS, MLGA	The section has been developed within the e-Kosova platform.

4.3. MEASURING ADMINISTRATIVE BURDEN REDUCTION AT CENTRAL AND LOCAL LEVELS

According to the Programme approach, administrative burden reduction at central and local levels in 2022 and 2023 was focused on some institutions and some elements. Central level institutions which are champions in administrative burden reduction are MIET, MiA, MESPI ANDMAFRD, while municipalities that lead in administrative burden reduction are Prizren and Ferizaj/Uroševac, and Pejë/Peć.

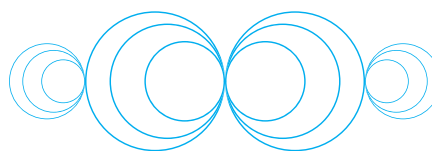
Elements that lead in administrative burden

reduction in the services provided by these institutions are:

- *service elimination,*
- *merger of services,*
- *elimination of various documents,*
- *renewal of validity of documents,*
- *reduction of administrative payments by adhering to the cost recovery principle, etc.*

The measurement is done through the Standard Costing Model.

CENTRAL LEVEL



Based on measurements, administrative burden reduction at the central level, by ministries or their subordinate agencies, for the period June 2022 – 2023, seems as follows:

Table 7: Number of simplified services in four ministries and savings after simplification

	MIET	MiA	MESPI	MAFRD	Total
Simplified services	32	14	2	1	49
Annual savings after simplification	657,855 €	920,820 €	12,791 €	10,298 €	1,601,764 €

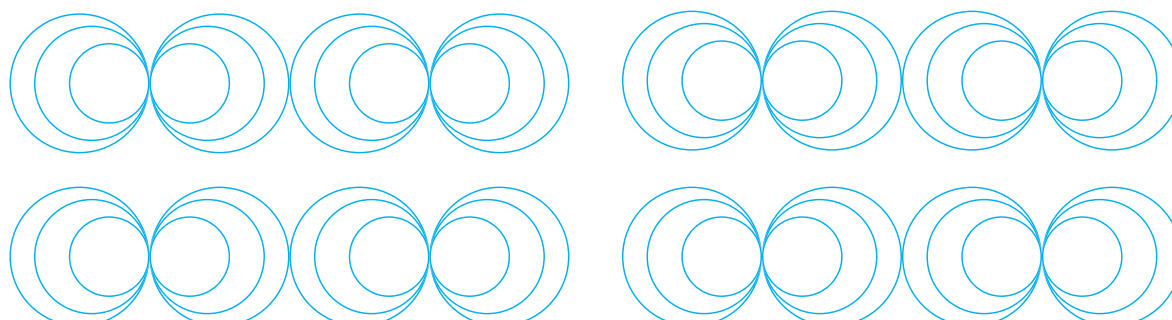
It is worth mentioning that, as table 7 shows, MIET has simplified more services by number, but MiA is stands better in savings, since the simplified services at the MIA have a much higher number of applications than those at the MIET.

The inventory of simplified services by the MIET and its subordinate agencies, then MESPI, MAFRD and MIA, where only a limited amount of information appears, with a special emphasis on the reduction of administrative payments but no other simplified elements, is as in Annex 1 AND 2 of this Report.

LOCAL LEVEL

Based on measurements, administrative burden reduction at local level is as follows:

Table 8: The number of simplified and eliminated services and savings, in two municipalities



	Prizren	Ferizaj/Uroševac	Peja/Peç	Total
Simplified services	37	50	16	103
Eliminated services	25	26	13	64
Annual savings after simplification and elimination	422,852 €	42,100 €	163,736 €	628,688 €

A similar situation exists at both central and local levels. Though the Municipality of Ferizaj/Uroševac has a higher number of simplified services, the Municipality of Prizren and Peja/Peç are much ahead in terms of savings, owing to the very high number of applications.

The inventory of services simplified by the municipalities of Prizren, Peja/Peç and Ferizaj/Uroševac, where only a limited amount of information appears, with a special emphasis on the reduction of administrative payments but no other simplified elements, is as in Annexes 3, 4, and 5 of this Report.

Also, in the absence of SPO capacities, the field work with the municipalities of Prizren, Ferizaj/Uroševac and Pejë/Peć was done in coordination with and with the full support of the expertise of the Acceleration of Investment Climate Project, implemented by International Finance Corporation (IFC).

5. COOPERATION

Cooperation with third parties in Programme implementation is one of the key aspects to achieve results. In this regard, the SPO has expanded the cooperation in Programme implementation with various development partners, civil society, business associations and foreign strategic partners involved in the field.

As to cooperation with the civil society, the new Programme approach has guided the cooperation from advocacy for implementation to the implementation of the Programme as such. Regarding cooperation with business associations, the new Programme approach has guided the cooperation with them towards bringing their memberships closer to the design of public policies through the implementation of the principle of personalization and the method of co-designing. To this effect, efforts will be made in 2024 to set up or use forums of business associations for feedback, designing and guiding public policies towards the im-

provement of user-centred service provision.

Regarding cooperation with foreign strategic partners, such as OECD/SIGMA, E-Governance Academy, etc., cooperation has increased through their involvement not only in providing counsel but also in the implementation of various activities, such as the case of Digital Camps, the regional conference on administrative burden or other aspects focused on strategic counselling and orientation.

In this context, the following activities have been implemented since September 2022:huaj strategjik, si me OECD/SIGMA, E-Governance Academy, etj., është shtuar bashkëpunimi, nëpërmjet përfshirjes së tyre, jo vetëm në këshillim por edhe në zbatim të aktiviteteve të ndryshme, siç është rasti i Kampeve Digjitale, konferencën regjionale për barrë administrative, apo aspekteve të tjera të fokusuara në këshillim dhe orientim strategjik.

Table 9: Activities undertaken in cooperation with civil society, business associations and external partners

No.	Activity	Relation to the Programme	Institution	Output - Outcome - Progress
1	Holding the First Digital Camp for building the capacities of civil servants with knowledge of digitalisation and artificial intelligence	AP 3.15	SPO, GIZ, E-Governance Academy and Open Data Kosovo	The Digital Camp was held in cooperation with e-Governance Academy of Estonia and Open Data Kosovo with the participation of 50 officials, 23 (46%) of them women and 27 (54%) men.
2	Development of the concept and preparation for holding the regional conference on administrative burden	AP 5.4 and 5.5	SPO, GIZ, OECD/SIGMA	The conference is under preparation and will be held in February 2024, in cooperation with OECD/SIGMA.
3	A study visit to Estonia for the conference organized by E-Governance Academy "Digitalization as Catalyst for Social Change".	ABPRP 7.3	ZPS, ML, GIZ, E-Governance Academy	The study visit was completed successfully. During the visit, the participants had the opportunity to meet and exchange information with institutions such as the Ministry of Justice, the Ministry of Economy, the Ministry of Internal Affairs, the Information Technology Agency, the Civil Registry, as well as non-governmental organizations.
4	Holding a meeting with the civil society and the Ministry of Agriculture, Forestry and Rural Development for the digitalisation of application for subsidies and grants	AP 5.8	GLPS, INDEP, GAP, SPO, MAFRD	The meeting with civil society organizations and representatives of relevant institutions was held. It was organized by GLPS, INDEP and GAP.
5	The development of the concept for cooperation with business associations in the context of administrative burden	AP 5.6	SPO	The concept for cooperation business associations has been completed, and a meeting was held with the German-Kosovar Business Association (hereinafter: GKBA)

6	Analysis for the provision of user-oriented services in Kosovo	ABPRP 3	D+, SPO	The analysis has been completed and will serve as a valuable guide for continuous improvement of services provided by the Ministry of Industry, Entrepreneurship and Trade (MIET), the Regulatory Authority of Electronic and Postal Communications (RAEPC), as well as the Municipality of Ferizaj/Uroševac.
7	Analysis of impact of digitalisation of civil status services on municipal budget revenues	ABPRP 3	GAP Institute, SPO	The analysis made by the GAP Institute and SPO shows the impact of administrative burden reduction on the budgets of municipalities.
8	Application within the framework of Instrument for Pre-Accession Assistance (IPA 2024) for Sectoral Budgetary Support (SBS) worth 20 million euros, under the title of Simplification and Digitalisation of Services.	ABPRP 7.3	SPO	The SPO has, under the supervision of the First Deputy Prime Minister, applied for Sectoral Budgetary Support in the European Union, within the framework of IPA 2024.
9	Holding meetings with the memberships of business associations about the administrative burden caused by inspections	AP 5.6	PIO, SPO, GKBA	Two meetings on administrative burden caused by the inspections were held with businesses (GKBA membership).
10	Holding a meeting with civil society, business associations and businesses about the administrative burden in the Tax Administration of Kosovo and digital taxation	AP 5.6 and AP 5.8	D+, SPO, TAK	A meeting was held with business associations and businesses, organized by D+, in a panel with the SPO and TAK, where they have talked about the identification of administrative burden at the TAK and ways to reduce it.
11	Holding meetings with civil society and relevant institutions to reduce administrative burden for vehicle registration, registration renewal and change of ownership.	AP 5.6 and AP 5.8	GLPS, SPO	A meeting was held with civil society organizations, development partners and relevant institutions, organized by GLPS, in a panel with the SPO and GLPS.
12	Analysis of three "life events" about living, studying and employment in Kosovo, within the Single Digital Gateway in the Western Balkans	ABPRP 1.5 & 3	OECD/SIGMA, SPO	Together with the OECD/SIGMA, the study of the three life events in Kosovo – "living", "working" and "studying" in Kosovo – has begun.
13	A study visit to the United Kingdom for the "Prosperity & Protection - effective regulation for growth, trade and innovation" conference.	ABPRP 7.3	SPO, PIO, IFC	The visit was carried out successfully, where the participants had an opportunity about the developments in the field of digitalisation of services and other countries' plans in this field.

ANNEX 1. LIST OF SIMPLIFIED SERVICES IN MIET, MESPI AND MAFRD

The evidence of simplification of services implemented by MIET, MESPI and MAFRD presented in this annex can be found in the legal acts listed below. It is important to highlight that the simplification of these services was not limited only to administrative payments, but has also included documents, requests, validations, etc., which are not presented in the table below.

For the services of the MIET and its subordinate agencies:

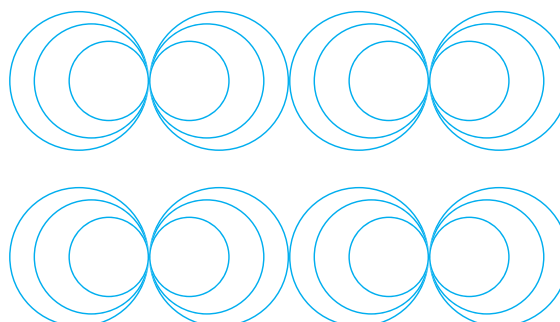
- Administrative Instruction (MIET) No. Administrative Instruction (MIET) No. 04/2022 on Defining the Fee on Permits for Entities for Trade in Petroleum Products and Renewable Fuels
- Administrative Instruction (MIET) No. 06/2022 on the Amount and Procedure of Payment for Meteorological Services
- Administrative Instruction (MIET) No. 09/2022 on the Amount of Fees for Checking and Marking Precious Metal Works
- Administrative Instruction (MIET) No. 12/2022 on Determination of Fees for Services provided by the Business Registration Agency
- Administrative Instruction (MIET) No. 13/2022 on Authorized Representatives of Industrial Property

For MESPI services:

- Law No. 08/L-071 on Amending and Supplementing Law No. 04/L-060 on Waste
- Administrative Instruction (MESPI) No. 10/2022 on Vehicle Technical Control

For MAFRD services:

- Law No. 04/L-041 on Production, Collection, Processing and Trading of Tobacco



Ministry of Industry, Trade and Entrepreneurship			
No,	Service	Administrative payment	
		Before simplification	After simplification (2022)
1	Permit to import diesel and gasoline	3,000 €	50 €
2	Permit to store diesel, gasoline, and gasoil	1,000 €	50 €
3	Permit for the wholesale sale of diesel, gasoline, and gasoil	2,000 €	50 €
4	Permit for the retail sale of diesel, petrol, and biofuels	1,000 €	50 €
5	Liquefied petroleum gas import permit	2,000 €	50€
6	Liquefied petroleum gas storage permit	1,000 €	50 €
7	Liquefied petroleum gas wholesale permit	1,500 €	50 €
8	Liquefied petroleum gas retail sale permit	500 €	50 €
9	Permit to import, store, and sell gasoil for heating	5,000 €	50€
10	Permit to import and sell heavy oils for heating	2,000 €	50€
11	Permit to import, store, and sell rock oil/kerosene	3,000 imports; 1,000 deposits	50€
12	Permit to import and sell petroleum coke	1,000 €	50€
13	Permit to import, store, and sell certain oil products for other purposes	1,000 €	50€
14	Permit to import raw materials for the production and processing of petroleum products	5,000 €	50€
15	Permit for import, wholesale, and retail of gas cylinders for households	500 €	50 €
Kosovo Meteorology Agency (KMA)			
16	Authorization of legal entities for repair and 16 preparation of measuring instruments for verification.	400 €	260 €
17	Certificate for testing and approval of measuring instrument type	20 € per h	10 € per hour
18	Authorization/appointment of legal entities for verification of legal measuring instruments	Verification of measuring instruments at vehicle technical control centres – €800	450 €
		Verification of taximeters and tachographs – €600	450 €
		Verification of other legal measuring instruments – €600	450 €
19	Examination of precious metal works by chemical analysis	Gold chemical analysis: € 16.00 per piece	<ul style="list-style-type: none"> For works: 0-1000gr = € 18.90. 1001-5000gr = € 33.70. >5000gr=€ 48.60.
		Silver chemical analysis: € 16.00 per piece	
Kosovo Business Registration Agency (KBRA)			
20	Harmonization or complete refreshing of the statute or memorandum for joint stock companies JSCs), limited liability companies (LLCs), limited partnership (LPs), branches of foreign business organizations (BFBOs) and agricultural cooperatives (ACs)	10 €	5€

21	Registration and any change of unit for a JSC, LLC, LP, BFBO and AC	10€	5€
22	Carrying the business official name and trade name for a JSC, LLC, LP, BFBO and AC	10€	5€
23	Change of address and business name for a JSC, LLC, LP, BFBO and AC	10 €	5€
24	Change of owners, change of capital and value of shares for a JSC, LLC, LP, BFBO and AC	10 €	5€
25	Change of business activities for a JSC, LLC, LP, BFBO and AC	10 €	5€
26	Change of business type, merger, or division of business organisation for a JSC, LLC, LP, BFBO and AC	10€	5€
27	Certification related to the business, owner, or director for a JSC, LLC, LP, BFBO and AC	2€	1€
28	Change of address and business name for an individual business (IB) and a general partnership (GP)	5€	2.5€
29	Registration and any change of unit for a IB and GP	5€	2.5€
30	Changing of the form of business from IB to KP or the other way round	5€	2.5€
31	Certification related to the business, the owner, or the director for a IB and GP	2€	1€
Agency for Industrial Property (AIP)			
32	Regjistrimi apo vazhdimi i regjistrimit në regjistër të përfaqësuesve të autorizuar	Registration- €250 Renewal - €250	200 € 200 €
Ministry of Environment, Spatial Planning, and Infrastructure			
33	The permit for waste management has been merged into the Environmental Permit	500 €	0 €
34	License for vehicle technical control	3000 €	180 €
Ministry of Agriculture, Forestry and Rural Development			
35	Tobacco import permit	/	/

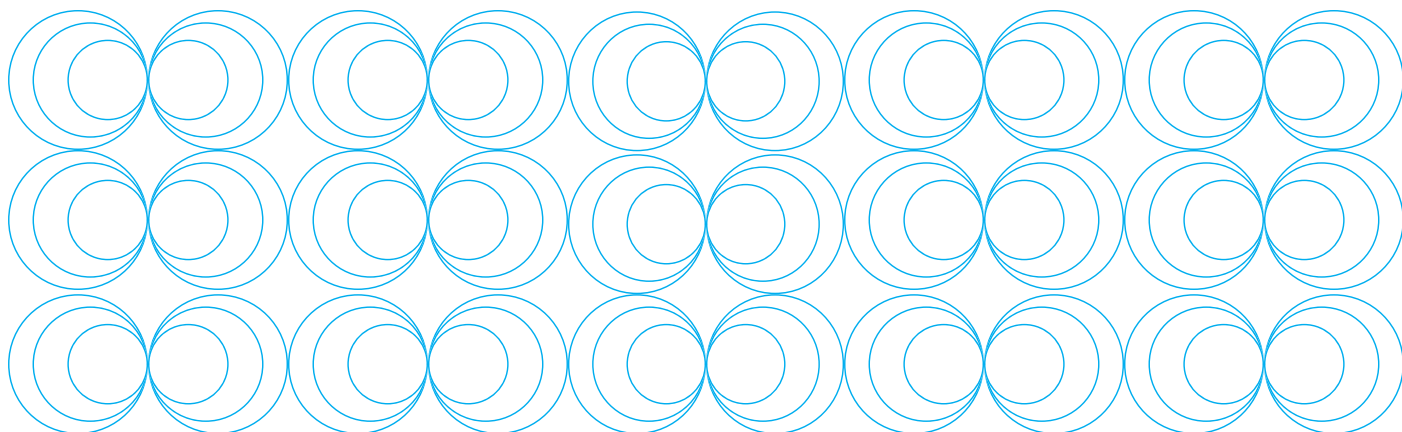
ANNEX 2. LIST OF SIMPLIFIED SERVICES IN MINISTRY OF INTERNAL AFFAIRS

Regarding simplified services of the Ministry of Internal Affairs, namely the CRA, some important aspects are worth mentioning. Simplification and calculation of savings for civil status certificates focuses on the removal of copies of personal documents as requested by the institution. At the time of consultations about the Administrative Instruction (MiA) No. 01/2022 on Civil Status Documents [<https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=53355>], already in force, the SPO has, in cooperation with and with the support of the IFC, commented and argued that the request of the copy of the personal document that is issued by the institution itself should be removed from the AI. MiA has responded positively to the comment and removed the copies of personal documents as requirements for ser-

VICES from the AI. Following the entry into force, the SPO has, with the support of the IFC project, in March 2023, carried out a survey with citizens in six (6) municipalities, where three (3) questions were asked. The third question as in the table, or how many minutes has made a copy of a personal document taken, was asked with the sole purpose of measuring the impact and reduction of time and costs during the procedures.

Civil status services	Questions:		
	For what document have you applied?	Were you asked for a copy of your ID?	How many minutes do you think you have saved?
1. Directorate of Administration (Municipalities: Pristina, Prizren, Ferizaj/Uroševac, Gjilan/Gnjilane, Gjakovë/Đakovica and Klina)			
<ol style="list-style-type: none"> 1. Birth certificate 2. Birth certificate 3. Marriage certificate 4. Certificate of marital status 5. Certificate of citizenship 6. Certificate of family union 7. Death certificate 8. Later registrations of births in health institutions that have exceeded the 30-day legal deadline 9. Later registrations of births that have exceeded the age of 12 10. Later registrations of deaths 11. Change of personal name 12. Corrections and completions in the civil registry (correction of personal name, etc.) 13. Gaining (registration) of Kosovo citizenship 14. Loss of Kosovo citizenship 	<p>Birth certificate (40%) Birth certificate (30%) Certificate of family union (20%) Marriage certificate (20%)</p>	<p>All respondents have answered with NO.</p>	<p>Response average time: 5.2 minutes.</p>

Although for the procedure or for citizens it is a small amount of money and a short time that is saved, considering the extremely high number of applications for all civil status certificates (over 2 million across Kosovo), the amount of savings turns out to be very high. **Of course, the calculation does not include the savings in time and costs from the digitalization of some civil status certificates through the e-Kosova platform.**



ANNEX 3. LIST OF SIMPLIFIED SERVICES IN THE MUNICIPALITY OF PRIZREN

The evidence of simplification of services in the Municipality of Prizren, listed below, can be found in Regulation 02/2022 on Municipal Taxes, adopted by the Municipal Assembly on 20 June 2022 and published on 7 July 2022.

It goes without saying that the simplification of these services was not limited to administrative payments only, but has also included documents, requests, validations, etc., which are not presented in the table below.

Municipality of Prizren			
No.	Service	Administrative payment	
		Before simplification	After simplification (2022)
1	Certificate of marital status	5€	€1
2	Certificate of residence	2.5 €	€1
3	Certificate of notification or de-notification of residence	2.5 €	€1
4	Certificate of family union	2.5 €	€1
5	Deed of death	5€	€2
6	Later registrations of the people born outside health institutions inside the territory of Kosovo who have passed the age of 12	€ 30	€20
7	Later registrations of deaths in health institutions inside the territory of Kosovo	50€	20€
8	Later registrations of deaths outside health institutions within the territory of Kosovo	60€	50€
9	Later death registrations where birth and death were not recorded	60 €	50€
10	Correction of personal name	5€	2€
11	Fountain entrance permit (for businesses)	20€	0€
12	Individual taxi permit	250 €	60€
13	Taxi license renewal (annual fee)	70€	20€
14	Passenger transport permit for local operators (payment every 5 years)	500 €	150 €
15	Asphalt road excavation tax	50 € / m'	20 € / m'
16	Cobble stone road excavation	20€/m'	10 € / m'

17	Green space excavation fee	10€/m'	0€
18	Forest, vineyard, orchard, and other agricultural asset damage assessment	10 €	0 €
19	Certificate for agricultural producers in the field of agriculture and hydro-economy	2.5 €	0 €
20	Request for city and outer city inspection by natural and legal persons	10 €	0 €
21	Request for verification of construction stages by protocol to establish whether construction works are being carried out according to the construction permit in individual residential buildings	10 €	0€
22	Request for verification of construction stages by protocol to establish whether construction works are being carried out according to the construction permit in collective residential buildings and commercial facilities, etc.	50 €	0€
23	Consent to meeting the minimum technical requirements for individual businesses and business organizations	€30 for business organizations, €20 for individual businesses	15 €
24	Placement of temporary facilities or other (mobile) modular buildings for commercial activity purposes (monthly payment), per square meter	€0.25 - Stands, fried potato, and pancake machines €0.50 - Ice cream machines t€0.30 - Mobile Street vending carts	Zone I: € 0.40 Zone II: € 0.20 Zone III. € 0.05 Premises with more than 10m2: Zone I: € 1 Zone II: € 0.60 Zone III. € 0.30
25	Placing of service stands in front of the facility where the commercial activity is carried out (per square meter)	€0.25 per square meter	Zone I: € 0.20 Zone II: € 0.10 Zone III. € 0.05
26	Placement of temporary facilities or other recreational modular facilities such as camp-houses, children's games, etc., per square meter -	0.13 € per square meter (daily)	Zone I: € 0.20 Zone II: € 0.10 Zone III. € 0.05
27	Placement of temporary facilities - barracks and garages (per square meter)	€ 26 per month	Zone I: € 4 Zone II: € 3 Zone III. € 1
28	Placement of temporary facilities - kiosks (per square meter)	€ 26 per month	Zone I: € 6.5 Zone II: € 4 Zone III. € 1.5
29	Certificate of economic status	2 €	0 €
30	Visa certification for all countries	2 €	0 €
31	Certification for exemption from Kosovo citizenship	20 €	0 €
32	Certificate of acceptance of Kosovo citizenship	10€	0 €
33	Proof that the person is not under guardianship	10€	0 €
34	Proof that the person does not receive social assistance	3€	0 €

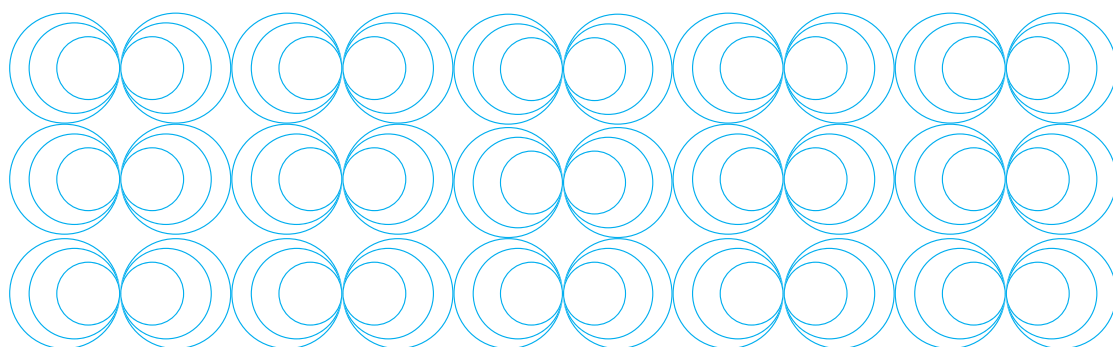
35	Certificate of family union	20€	0 €
36	Certificate of possession of weapon	20€	0 €
37	Request for later registration of children	5€	0 €
Eliminated services			
38	Certificate that the person is a widow/er	1€	0€
39	Certificate of kinship relationship	1€	0€
40	Certificate that the person is single	1€	0€
41	Certificate of temporary residence	1€	0€
42	Certificate of material dependence	1€	0€
43	Certificate that the person has lived in a family until the death of the spouse	1€	0€
44	Certificate of civil status	1€	0€
45	Certificate that the person is not in an employment relationship	1€	0€
46	Certificate that the person is under the supervision of a family member	1€	0€
47	Legalization of authentic signature (verification of signature)	2.50 €	0€
48	Photocopy certification (A4)	0.25 €	0€
49	Photocopy certification (A3)	0.50 €	0€
50	Marriages outside the administration facility during working hours	50€	0€
51	Marriages outside working hours in public places	100 €	0€
52	Certificate according to the request of the party that the Municipality of Prizren is not interested	5	0€
53	Decision on the right to precedence in construction	15	0€
54	Decision on arbitrary occupation of socially owned land	25	0 €

55	Inner and outer city inspection	10 €	0 €
56	Consent to connection to the road	40 €	0 €
57	Road blockage fee for legal entities and natural persons	100€/40 € (daily)	0 €
58	Use of public space underground with cables	0.05 €/m' (annual)	0 €
59	Consent to placement of telecommunication antennas, for one antenna in public and private space	2000 € (annual)	0 €
60	Certificate of use for individual objects	100 €	0 €
61	Certificate of use for collective objects	1000 €	0 €
62	Fees for the exercise of business activity for all business categories	Different fees based on business categories (Article 43 of 2019 Regulation)	0€

ANNEX 4. LIST OF SIMPLIFIED SERVICES IN THE MUNICIPALITY OF FERIZAJ/UROŠEVAC

Evidence of simplification of services in the Municipality of Ferizaj/Uroševac, listed below, can be found in Regulation 02/2022 on Municipal Taxes, adopted by the Municipal Assembly on 30 November 2022, published on 6 March 2023.

Again, it is important to acknowledge that the simplification of these services was not limited to administrative payments only, but has also included documents, requests, validations, etc., which are not presented in the table below.



Municipality of Ferizaj/Uroševac

No.	Service	Administrative payment	
		Before simplification	After simplification (2022)
1	Certificate of marital status	3€	1 €
2	Certificate of residence	2 €	1 €
3	Certificate of notification or de-notification of residence	2.5 €	1 €
4	Deed of death	5 €	2 €
5	Later registrations of deaths in health institutions inside the territory of Kosovo	50€	20 €
6	Later death registrations where birth and death were not recorded	50 €	50€
7	Correction of personal name	5€	2€
8	Correction and completion of archived documents	5 €	2 €
9	Auto-taxi license / permit (individual taxi, 5 years)	20 €	50€
10	Taxi operator permit (5 years)	150 €	250 €
11	Permit for road transportation of goods up to 12 tons (5 years)	100 €	50€
12	Certification, continuation of travel orders in public transport of urban and suburban passengers	0	€ 0.5/km + € 5 for application (Payment for three years)
13	Permit for temporary stop on the road for loading and unloading of various goods	10 € / hour	1€ 10 / month (monthly payment)
14	Temporary permit for entering the square/city by motor vehicle	Different payments depending on the type of the vehicle (now these permits are merged)	Daily payment: € 5 Annual payment: € 150
15	Consent/certificate for public transportation of passengers and goods for minibuses and buses	Minibus: € 15 Bus: € 25	25 €
16	Consent/certificate for public transportation of passengers and goods for vehicles transporting goods up to 12 tons	25 €	15 €
17	Registration of vehicles over 3.5 tons	25 €	20 €
18	Excavation/damage of asphalt roads	20 €/m'	For all types of damages: € 50 / m2 for physical persons; € 80 /m2 for legal entities
19	Excavation/damage of cobble stone roads and restoration	10 €/m'	
20	Excavation/damage of green, gravel and other unpaved surfaces and restoration	0 €/m'	
21	Use of public space with cabinets and other equipment for energy and telecommunications (annual fee)	10 € / m2 (annual fee)	It appears as a 'permit for the use of public space for construction work - 20 EUR tax for the city, 5 EUR outside the city (per m2)
22	Request for inner and outer city inspection by natural and legal persons	10€	0

23	Consent to meeting the minimum technical and hygienic requirements for individual businesses and business organizations	€ 25 for business entities (kiosks, stands, taxis)	15
		€ 50 for individual residential buildings, commercial facilities, and other business entities	
		€ 100 (sanitary consent) – industrial facilities (€ 50 has been applied)	
		€ 200 (sanitary consent) – facilities to produce chemicals (€ 50 has been applied)	
24	Request for disposal of goods	15 €	20
25	Various consents from the construction sector	10 €	10
26	Placement of a temporary facilities or other (mobile) modular facilities for commercial activity purposes (monthly payment), per square meter (m2)	Facilities up to 10m2: Zone I: € 4 Zone II: € 2 Zone III: € 1 Premises with more than 10m2: Zone I: € 4 Zone II: € 1.5 Zone III: € 1	<ul style="list-style-type: none"> Fried potato, chestnut, corn machines etc.: Zone 1: € 5; Zone 2: € 3; Zone 3: € 2; Zone A: 1 Zone B: € 0.50 Ice cream machines: Zone 1: € 7; Zone 2: € 5; Zone 3: € 3; Zone A: 1.5 €; Zone B: € 0.75
27	Placing of service stands in front of the facility where the commercial activity is carried out per square meter (m2)	Zone I: € 3 Zone II: € 2 Zone III: € 2	Daily tax (m2): € 5 (centre), € 2 (outside the centre), € 1.5 (rural areas) Weekly tax (m2): € 10 (centre), € 7 (outside the centre), € 3 (rural areas).
28	Placement of generators in public spaces per square meter	Zone I: € 50 Zone II: € 20 Zone III: € 10	Zone 1: € 20; Zone 2: € 15; Zone 3: € 10; Zone A: 7 €; Zone B: € 4
29	Placement of temporary facilities or other recreational modular facilities such as camp-houses, children's games, etc., per square meter	Zone I: € 10 Zone II: € 8 Zone III: € 5	Games for children: Zone 1: € 4; Zone 2: € 2; Zone 3: € 1; Zone A: 0.50 €; Zone B: € 0.25
30	Placement of temporary facilities – barracks and garages (per square meter)	Zone I: € 4 Zone II: € 3 Zone III: € 1	Covered facilities: Zone 1: € 15; Zone 2: € 10; Zone 3: € 5; Zone A: 3 €; Zone B: € 1.5
31	Placement of temporary facilities - kiosks (per square meter)	Zone I: € 7 Zone II: € 6 Zone III: € 5	Covered facilities: Zone 1: € 15; Zone 2: € 10; Zone 3: € 5; Zone A: 3 €; Zone B: € 1.5
32	Placement of temporary facilities or other facilities, banners, city lights, billboards, advertising screens, as well as other forms of advertising in public spaces (per square meter)	Zone I: € 3 Zone II: € 2.5 Zone III: € 2	Banners (daily tax): Zone 1: € 10; Zone 2: € 8; Zone 3: € 5; Zone A: 2.5 €; Zone B: € 1.25 Banners (weekly tax): Zone 1: € 20; Zone 2: € 15; Zone 3: € 10; Zone A: 5 €; Zone B: € 2.5 Banners (monthly tax) Zone 1: € 30; Zone 2: € 20; Zone 3: € 15; Zone A: 7.5 €; Zone B: € 5 Lamps (tax per piece) Zone 1: € 20; Zone 2: € 15; Zone 3: € 10; Zone A: 5 €; Zone B: € 5
33	Certification for exemption from Kosovo citizenship	0 €	50€
34	Certificate of acceptance of Kosovo citizenship	0 €	5€
35	Certification that the person is not under guardianship (for employment)	0 €	It does not appear in the regulation, but a fee of € 5 was applied

36	Proof that the person does not receive social assistance	0 €	3 €
37	For certification of family union only a 'Certification that the person is alone" was used	0 €	It does not appear in the regulation, but a fee of € 5 was applied
38	Certificate of possession of weapon / when the ability to act has not been removed	0€	It does not appear as 'Certificate for carrying a weapon' but 'Certificate that the ability to act has not been removed' - € 5
39	Request for later registration of children	0€	5€
40	Request for urban permit	5€	0€
41	Request for construction permit	10€	0€
42	Request for demolition permit	5€	0€
43	Request for use permit	10€	0€
44	Request for municipal environmental permit	10€	0€
45	Request for crashing permit	5€	0€
46	Request for an extract from the urban plan	10€	0€
47	Request for notification/verification/complaint	10€	0€
48	Request for duplicate	10€	0€
49	Request for legalisation	0€	0€
Eliminated services			
50	Certification of identity	10€	0€
51	Certification of permission to stay	1€	0€
52	Legalization of copies based on the original (A4)	1€	0€
53	Legalization of copies based on the original (A3)	2€	0€
54	Supply with documents from the archive up to five copies	2€	0 €
55	Supply with documents from the archive more than five copies	3€	0€

56	Certificate of child allowance	5€	0 €
57	Certificate on economic status	5€	0 €
58	Minutes for the acceptance of paternity and maternity	1€	0 €
59	Placement of speed bumps on roads to calm the traffic	10 €	0 €
60	Temporary permit for entering the square/city with vehicles transporting commercial goods over 3.5 tons	Daily € 5, weekly € 10, monthly € 25, annual € 150	They were merged into 'Permit to enter the city by motor vehicles' - daily tax: € 5, annual tax: € 150
61	Temporary permit for entering the square/city with passenger transport vehicles	(Daily € 5, monthly € 10, annual € 100)	
62	Temporary permit for entering the square/city with a transport truck for the removal or delivery of solid materials (€ 5)	€5	
63	Request for exhumation (of a person)	100 €	0 €
64	Request for renewal of working hours for hotel facilities	50€	0€
65	Sanitary consent for individual residential building	50€	They were merged into the "Consent to meeting the minimum technical and hygienic (sanitary) conditions for individual businesses and business organisations", which costs € 15
66	Sanitary consent for commercial facilities	50€	
67	Sanitary consent for industrial facilities	€ 100 (50 € was applied in practice)	
68	Sanitary consent for specific entities to produce chemicals and substances hazardous to the environment	€ 200 (50 € was applied in practice)	
69	Use of public space for placement of ATMs, telephone booths, cabinets, anten	Fees vary depending on the zone	0€
70	Use of public space for construction work	Monthly tax for 1m2: € 20 in the city, € 5 outside the city	Was merged into "Construction Permit"
71	Permission to use facilities	€ 20 for individual residential buildings; € 300 for collective residential buildings	Was merged into "Construction Permit"
72	Consent to marriage before adult age	10€	0€
73	Consent to transfer of property	3€	0€
74	Consent to travel document	3€	0€
75	Request for representation of the child in the court regarding inheritance and various contracts	5€	0€

ANNEX 5: LIST OF SIMPLIFIED SERVICES IN THE MUNICIPALITY OF PEJA/ PEČ

Evidence of simplification of services in the Municipality of Peja/Peč, listed below, can be found in Regulation 02/2023 on Municipal Taxes, adopted by the Municipal Assembly in July 2023, which was published on October 31, and entered into force on January 1st, 2024.

Again, it is important to acknowledge that the simplification of these services was not limited to administrative payments only, but has also included documents, requests, validations, etc., which are not presented in the table below.

No.	Service	Administrative payment	
		Before simplification	After simplification (2022)
1	Requests, appeals, proposals etc	1€	0€
2	Services outside the premises of the institution for special services	10 €	0€
3	Marriage outside of the municipal premises for people with a foreign citizenship	100 €	70€
4	License/permit for auto-taxi	250 €	50€
5	Permit for taxi operator	50 €	50 €
6	License/Permit for urban transport and urban- suburban transport	300 €	150 €
7	License for alcoholic drinks (annual)	Hotel Zone1-500 € Zone2-350 € Zone3-300 € Zone4-200 € Restaurant Zone1-250 € Zone2-200 € Zone3-180 € Zone4-150 € Cafeteria Zone1-120 € Zone2-100 € Zone3-80 € Zone4-80 € Club and Bar Zone1-1000 € Zone2-900 € Zone3-800 € Zone4-700 €	Hotel Zone1-250 € Zone2-175 € Zone3-150 € Zone4-100 € Restaurant Zone1-200 € Zone2-150 € Zone3-50 € Zone4-50 € Cafeteria Zone1-100 € Zone2-100 € Zone3-50 € Zone4-50 € Club and Bar Zone- PROHIBITED Zone2- PROHIBITED Zone3- PROHIBITED Zone4- PROHIBITED
8	Permits for extending working hours	Hotels Zone1-1500 € Zone2-1000 € Zone3-800 € Zone4-700 € Restaurant Zone1-1000 € Zone2-800 € Zone3-700 € Zone4-700 € Cafeteria Zone1-200 € Zone2-150 € Zone3-100 € Zone4-50 € Club and Bar Zone1-2000 € Zone2-1500 € Zone3-1200 € Zone4-1000 €	Hotels Zone1-750 € Zone2-500 € Zone3-400 € Zone4-350 € Restaurant Zone1-500 € Zone2-400 € Zone3-350 € Zone4-350 € Cafeteria Zone1-200 € Zone2-150 € Zone3-100 € Zone4-50 € Club and Bar Zone1- PROHIBITED Zone2- PROHIBITED Zone3-1000 € Zone4-1000 €
9	Permit for cutting asphalt on the roads and pedestrian roads for 1m2 for physical and legal persons	Physical – 50 € Legal– 200 €	40 €
10	Permit for cutting unclassified roads and pedestrian roads (grit) for m2	10 €	5 €
11	Setting open and movable stands for promotion, marketing, or other business activity (daily fee) for m2	Zone1-4€ Zone2- 2€ Zone3-1€	Zone1- 3€ Zone2- 2€ Zone3- 1€
12	Permit to brand trees with the classification of technical wood	5 € m2	3€ m2

13	Permit to brand trees with the classification of firewood	3 € m2	1,5 m2
14	Certificate to deal with agricultural activity	2€	0€
15	Approval of minimal technical criteria for local business	Various	Some reduction has happened for different categories of businesses
16	Request for inspecting control	70€	0€
Eliminated services			
17	Declaration for two witnesses	1€	0 €
18	Attestation for claiming and disclaiming residence for the diaspora	3 €	0€
19	Placement of bus stops m2	2€	0€
20	Permit to set construction material in public spaces for 1m2 (monthly tariff)	1.5 €	0€
21	Consent for exhumation of corpses	10 €	0€
22	Certificate for selling agricultural products abroad	5€	0€
23	Consent for using hard rocks, Deluvion and Proluvion	100 €	0€
24	Attestation to prove ownership over agricultural mechanism	2€	0€
25	Attestation for owing parking lots (for transport vehicles)	50€	0€
26	Attestation to allow for the usage of roads for heavier carriage than allowed	500 €	0€
27	Attestation to allow for the distribution of goods	50€	0€
28	Lack of cleaning services from snow and ice in front of residence premises on pedestrian roads for physical and legal entities	Physical - 20 € Legal- 50 €	0€
29	Permit to transfer assets	0 €	0€

