## **ACTION PLAN 2025-2026**

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| **Nr.** | **STRATEGIC GOAL** | **BASELINE****2024** | **TARGET 2025** | **TARGET 2026** | **REFORM** |
| **PREVENTION AND REDUCTION OF ADMINISTRATION BURDEN** |
| **1** | **Indicator:** *Time savings* | TBM[[1]](#footnote-2) | +30% | >50% | Ensuring affordable public services through administrative burden reduction.  |
| **2** | **Indicator:** *Cost savings[[2]](#footnote-3)* | 3.5 mil EUR | >5 mil EUR | >15 mil EUR |
|  **Nr.** | **MEASURES, INDICATORS AND ACTIVITIES** | **BASELINE 2024** | **TARGET 2025** | **TARGET 2026** | **REFORM** |
| **1** | **CAPACITY BUILDING** |
| **1** | **Indicator:** *Number of public officials trained[[3]](#footnote-4)* | 500 | 1000 | 1500 | Equip stakeholders with the skills and tools to lead administrative burden reduction efforts across all levels of government. |
| **2** | **Indicator:** *Ratio between T1 and T2[[4]](#footnote-5)* | 21% | 25% | 30% |
| **3** | **Indicator:***Impact of trainings on the routine in the public officials* | 0% | / | >50% |
| **Nr.** | **Activity** | **Timeline** | **Budget** | **Financial Source** | **Responsible and supporting institutions** | **Product** |
| **Y1** | **Y2** |
| 1.1 | ABR and Design Thinking training of public officials  | Ongoing | 93,000 | 93,000 | KB, Donors | KIPA/SPO | At least 1 training per month and at least 12 trainings per year. |
| 1.2 | Revision/updating of ABR and Design Thinking Training Module | Q2 | 5,760 | / | KB | KIPA/SPO | ABR and Design Thinking training module revised/updated. |
| 1.3 | Developing online ABR and Design Thinking Module training module  | Q2 | 50,760 | / | Donors | KIPA/SPO | Online ABR training module developed. |
| 1.4 | ABR training of public officials through eLearning platform | Ongoing | 8,760 | 8,760 | KB | KIPA/SPO | At least 1 training per month and at least 12 trainings per year. |
| 1.5 | Training of responsible officials for SCM (digital app included) | Q4 2026 | 5,760 | 5,760 | KB | SPO | At least 10 responsible officials trained per year. |
| 1.6 | Organizing of Digi Camps for public officials | Ongoing | 20,760 | 20,760 | KB, Donors | SPO/DTU | At least 1 Digi Camp per year. |
| 1.7 | Organizing of roundtables with public officials for ABR | Ongoing | 23,000 | 11,520 | KB | SPO | At least 5 roundtables per year. |
| 1.8 | Analysis of institutional readiness for ABR | Q2 2025 | 5,760 | / | KB | SPO | Institutional readiness for ABR covering all relevant line ministries drafted. |
| 1.9 | Developing guidelines, manuals and tools to increase capacities for ABR | Ongoing | 17,280 | 17,280 | KB | SPO | Guidelines, manuals and tools are developed as needed. |
| 1.10 | Organizing of ITIL trainings  | Q4 2025 | 73,000 | / | KB, Donor | ISA, SPO, KIPA | At least 3 trainings per year |
| 1.11 | Organizing of ToT for ABPR | Q4 2025 | 12,760 | / | KB, Donor | SPO, KIPA | At least 5 trainers are certified |
| 1.12 | Organizing of ToT for Design Thinking | Q4 2025 | 12,760 | / | KB, Donor | SPO, KIPA | At least 5 trainers are certified |
| 1.13 | Identification of relevant ABR categories for targeted trainings | Q2 2025 | 5,760 | / | KB | SPO | At least 5 categories identified and proposed for training |
| ***Total budget for Measure 1:*** | ***336,740*** ***(2025)*** | ***245,080******(2026)*** |  |  |  |  |
| *Of which capital:* | ***45,000******(2025)*** | ***88,000******(2026)*** |  |  |  |  |
| *Of which current:* | ***291,740******(2025)*** | ***157,080******(2026)*** |  |  |  |  |
| **2** | **PREVENTION** |
| **1** | **Indicator:** *Concept Documents which address ABR related input by SPO and GCS[[5]](#footnote-6)* | 58%[[6]](#footnote-7) | 70% | 80% | Proactively eliminate complexities, streamline processes, and make use digitalization in the policy making and legal drafting. |
| **2** | **Indicator:** *100% of the new laws imposing an administrative burden are reviewed in context of prevention of administrative burden according to Administrative Burden Reduction methodology[[7]](#footnote-8)* | 100%[[8]](#footnote-9) | 100% | 100% |
| **Nr.** | **Activity** | **Timeline** | **Budget** | **Financial Source** | **Responsible and supporting institutions** | **Product** |
| **Y1** | **Y2** |
| 2.1 | Ongoing regulatory check of concept documents in context of ABR | Ongoing | 23,000 | 23,000 | KB | SPO/GCS | 100% of concept documents are reviewed during drafting or consultation phases, before approval at the Government meeting.  |
| 2.2 | Ongoing regulatory check of legal acts in context of ABR (design of services and digital readiness)  | Ongoing | 23,000 | 23,000 | KB | Legal Departments of Line Ministries  | 100% of legal acts (laws and bylaws) are reviews during drafting or consultation phases, before approval at the Government meeting. |
| 2.3 | Organising of roundtables, workshops and information settings for burden preventions with relevant public officials | Ongoing | 5,760 | 5,760 | KB | SPO | At least 5 roundtables, workshops or information settings are organised per year. |
| 2.4 | Proactively measuring administrative burdens through SCM and administrative fee through CRP | Ongoing | 11,520 | 11,520 | KB | SPO | At least 100 services are measured through CSM and CRP. |
| 2.5  | Proactively update the prevention tools | Ongoing | 5,760 | 5,760 | KB, Donors | SPO | ABR Checklist on Concept Documents, Digital Ready Checklist, SCM manual are to be updated regularly to reflect lessons learned. |
| 2.6  | Regularly consulting working groups on ABR related issues | Ongoing | 5,760 | 5,760 | BK | SPO | Working groups engaged in Concept Document, Strategies and legal drafting will be regularly consulted in ensuring ABR related issues are properly reflected. |
| ***Total budget for Measure 2:*** | ***57,520******(2025)*** | ***57,520******(2025)*** |  |  |  |  |
| *Of which capital:* |  |  |  |  |  |  |
| *Of which current:* | ***57,520******(2025)*** | ***57,520******(2025)*** |  |  |  |  |
| **3** | **REDUCTION** |
| **1** | **Indicator:** *Number of services simplified in central level, gender and vulnerable groups disaggregated*  | 81 | >120 | >150 | Design and development of affordable, simple, streamlined services. |
| **2** | **Indicator:** Municipalities that comply with ABR Indicator in Municipal Performance Grant | 15 | >20 | >30 |
| **2** | **Indicator:** *Number of services simplified in local level[[9]](#footnote-10)* | 400 | >600 | >800 |
| **3** | **Indicator:***Number of services digitalized using ABR methodology, gender and vulnerable groups disaggregated[[10]](#footnote-11)* | 65[[11]](#footnote-12) | >100 | >150 |
| **Nr.** | **Activity** | **Timeline** | **Budget** | **Financial Source** | **Responsible and supporting institutions** | **Product** |
| **Y1** | **Y2** |
| 3.1 | Simplification of services in central level (eliminating the stock) | Ongoing | 23,000 | 23,000 | KB, Donors | Line institutions/SPO | Simplification of services in different process: through regulatory check of amendments of legal acts (during prevention process), through digitalization, through abolishment, through merging.  |
| 3.2 | Update of inventory of services in central level (catalogue of services)  | Q3 2025 | 11,520 | / | BK, Donors | SPO | Catalogue of services in central level updated. |
| 3.3 | ABR baseline analysis and service charters of different sectors and activities (NACE2 based)  | Q4 2025 | 5,760 | / | KB, Donors | SPO | Baseline analyses and services charters drafted. |
| 3.4 | Simplification of services in local level (eliminating the stock) | Ongoing | 48,000  | 23,000 | KB, Donors | Municipalities/SPO | At least 10 services of at least 10 municipalities are simplified according to methodology approved in Municipal Performance Grant Indicator.  |
| 3.5 | Update of inventory of services in local level (catalogue of services) | Q3 2025 | 36,520 | / | KB, Donors | SPO | Catalogue of services in local level updated. |
| 3.6 | Full analysis of local services in all municipalities  | Q3 2025 | 36,520 | / | KB, Donors | SPO | Full analysis of local services drafted.  |
| 3.7 | Recommendations for simplification of services on local level (in all municipalities)  | Q4 2025 | 36,520 | / | KB Donors | SPO | Recommendations for simplification of services in local level drafted.  |
| 3.8 | Unification of local regulations of taxes  | Q2 2026 | 5,760 | 5,760 | KB, Donors | SPO/MALG | At least 10 municipalities have unified regulations for local taxes.  |
| 3.9 | Unification of services fees in local level  | Q2 2026 | 11,520 | 11,520 | KB, Donors | SPO/MALG | At least 10 municipalities have unified taxes for at least 10 same services.  |
| 3.10 | Continuous d digitalization of services in central level | Ongoing  | 1,123,000 | 523,000 | KB, Donors | Line institutions/ISA/DTU/SPO | At least 10 central institutions have digitalized all/part of their services  |
| 3.11 | Digitalization of grant and subsidy procedures in central level | Ongoing | 118,000 | 73,000 | KB, Donors | Line institutions/ISA/DTU/SPO | At least 2 institutions that provide grants and subsidies have digitalizes procedures.  |
| 3.12 | Digitalization of process for access on public documents “Case Management System”  | Q2 2025 | 66,520 | / | KB, Donors | IPA/SPO | CMS developed, and functionalised with users covering all institutions, and requests and complaints for access to public documents are in eKosova.  |
| 3.13 | Feasibility study for digital transformation of e-procurement  | Q4 2025 | 223,000 | / | KB, Donors | PPIC/SPO | Feasibility study finished covering all areas, analysis, suggestions, recommendation and processes for digital transformation of e-procurement platform.  |
| 3.14 | Digital transformation of employment services in Employment Agency  | Q4 2025 | 153,000 | / | KB, Donors | MFLT/SPO | Fully digitalized platform for employment services that provide better services for business and citizens.  |
| 3.15 | Updating of Transparency Portal and digitalization of Vendor Registry Process | Q2 2025  | 153,000 | / | KB, Donors | MFLT/SPO | Transparency Portal updated and Vendor Registry Developed.  |
| 3.16 | Analysing of central services through AS IS TO BE methodology | Ongoing | 173,000 | 173,000 | KB, Donors | SPO/DTU | At least 150 central services are being analysed with AS IS TO BE methodology.  |
| 3.17 | Identifying of central services linked with EU Service Directive  | Q2 2025 | 5,760 | / | KB | SPO | Central services linked with EU Service Directive identified.  |
| 3.18 | Introducing AI in central service delivery | Q4 2025 | 25,760 | / | KB, Donors | Line institutions/SPO | At least 2 chatbots per year.  |
| 3.19 | Identifying of central and local services relevant for gender equality and vulnerable groups | Q2 2025 | 11,520 | / | KB | SPO/GEA, OGG | Central and local services relevant for gender equality identified.  |
| 3.20 | Analysing of central and local identified services for gender equality and vulnerable groups | Q4 2025 | 15,760 | / | KB, Donors | SPO, GEA, OGG | All identified services analysed and ready for implementation.  |
| 3.21  | Simplification of services in central and local level most populated by woman and vulnerable groups | Q2 2026 | 25,760 | 25,760 | KB, Donors | SPO, GEA, OGG | At least 50 services simplified.  |
| 3.22 | Removing/reducing service fees for services most populated by woman and vulnerable groups | Q2 2026 | 5,760 | 5,760 | KB | SPO, GEA, OGG | At least 50 services with fees reduced or removed, focused on property registration and other important areas.[[12]](#footnote-13)  |
| 3.23 | Assessing and addressing and simplification of administrative burdens for farmers, especially smaller farmers | Q3 2026 | 15,760 | 15,760 | KB, Donors | SPO | Administrative burdens for farmers, assessed and implemented.  |
| 3.24 | Assessing and addressing and simplification of administrative burdens in the area of foreign direct investments. | Q3 2026 | 15,760 | 15,760 | KB, Donors | SPO | Administrative burdens for FDI, assessed and implemented. |
| 3.25 | Mapping of services and institutions for POS introducing  | Q3 2025 | 5,760 | / | KB, Donors | SPO/DTU | Mapping finalised.  |
| 3.26 | Introducing of POS in service delivery | Q2 2026 | 5,760 | 5,760 | KB, Donors | SPO/DTU | At least 5 public institutions introduce POS at their premises.  |
| 3.27 | Abolishment of relicensing based on inspection capacity  | Ongoing | 5,760 | 5,760 | KB | Line institutions/SPO/OGI | At least for 10 licenses relicensing is not required per year.  |
| ***Total budget for Measure 3:*** | ***2,176,240******(2025)*** | ***856,840******(2026)*** |  |  |  |  |
| *Of which capital:* | ***1,400,000******(2025)*** | ***500,000******(2026)*** |  |  |  |  |
| *Of which current:* | ***776,240******(2025)*** | ***356,840******(2026)*** |  |  |  |  |
| **4** | **USER ENGAGEMENT, COMMUNICATION AND AWARENESS**  |
| **1** | **Indicator:** *Implementation of user engagement methods in simplification and digitalization of services[[13]](#footnote-14)* | 15 | >25 | >40 | Enhance user involvement and accessibility |
| **2** | **Indicator:**Knowledge of service delivery rights and obligations by businesses and citizens | TBD | >20% | >35% |
| **3**  | **Indicator:** Simplification of services using findings of mystery shops | 0 | 2 | 5 |
| **Nr.** | **Activity** | **Timeline** | **Budget** | **Financial Source** | **Responsible and supporting institutions** | **Product** |
| **Y1** | **Y2** |
| 4.1 | Regularly embed research methods in understating user needs and preferences for services being designed | Ongoing | 111,520 | 11,520 | KB | SPO/Line Ministries | For all services being re-designed research activities will be undertaken, such as surveys, interviews, focus groups etc. |
| 4.2 | Gradual introduction of more advanced co-design methodologies in service design | Ongoing | 11,520 | 11,520 | KB | SPO/Line Ministries | Use of co-design in at least 15 key services for the implementation period. |
| 4.3 | Ongoing development of feedback mechanisms for users  | Ongoing | 11,520 | 11,520 | KB | SPO/Line Ministries | Feedback mechanisms integrated in all services being re-designed. |
| 4.4 | Preparation of periodic reports on the implementation of the program for the information of citizens | Ongoing | 11,520 | 11,520 | KB | SPO | Reports published in Albanian, Serbian and English language, on the website of the OPM |
| 4.5 | Design and publication of infographics to highlight achievements and reforms in administration burden prevention and reduction | Ongoing | 11,520 | 11,520 | KB | SPO | Infographics published in Albanian, Serbian and English language, on the website of the OPM |
| 4.6 | Organisation of regional conference with decision-makers, policy-makers, academia, experts to discuss the current trends and developments on regional level on ABR | Ongoing | 55,760 | 55,760 | KB, Donors | SPO | At least 1 regional conference organized and broadcasted through traditional and social media |
| 4.7 | Organisation of roundtable discussions with businesses and CSO s to discuss on simplification of administrative services for businesses  | Ongoing | 12,760 | 5,760 | KB | SPO | At least 2 roundtable discussions organized |
| 4.8 | Participation to TV debates organized to discuss the progress on administration burden prevention and reduction | Ongoing | 5,760 | 5,760 | KB | SPO | At least 1 per year on TV debates broadcasted online |
| 4.9 | Participation to various events organized to discuss the status and the way ahead on administration burden prevention and reduction | Ongoing | 5,760 | 5,760 | KB | SPO | At least 2 participation per year to conferences/events relative to ABR |
| 4.10 | Preparation in periodic basis of infographics and animated videos to highlight the progress on both prevention and reduction of administrative burden | Ongoing | 5,760 | 5,760 | KB, Donors | SPO | At least 2 animated videos per year prepared and published |
| 4.11 | Creation of a dedicated channel for administrative burdens on YouTube where all communication material will be uploaded to better inform citizens and businesses on the process | Ongoing | 5,760 | 5,760 | KB | SPO | ABR channel created on YouTube |
| 4.12 | Identification of complex, highly populated and frequented services for applying of mystery shop methodology | Q3 2025 | 5,760 | / | KB | SPO |  |
| 4.13 | Assessing of services through mystery shop methodology | Q4 2025 | 21,520 | / | KB, Donors | SPO |  |
| 4.14 | Initiating simplification of services as result of mystery shop findings | Q1 2026 | 11,520 | 5,760 | KB | SPO |  |
| 4.15 | Assessing difficulties of woman, vulnerable groups and ageing population on using of digitalization.  | Q4 2025 | 21,520 | / | KB, Donors | SPO, EGA, OGG |  |
| 4.16  | Gender Impact Assessment of ABR Process | Q1 2026 | 21,520 | 5,760 | KB, Donors | SPO, EGA |  |
| ***Total budget for Measure 4:*** | ***331,000******(2025)*** | ***142,160******(2026)*** |  |  |  |  |
| *Of which capital:* | ***/*** | ***/*** |  |  |  |  |
| *Of which current:* | ***331,000******(2025)*** | ***142,160******(2026)*** |  |  |  |  |
| ***Total budget for Action Plan:*** | ***2,901,500******(2025)*** | ***1,213,600******(2026)*** |  |  |  |  |
| *Of which capital:* | ***1,445,000******(2025)*** | ***500,000******(2026)*** |  |  |  |  |
| *Of which current:* | ***1,456,500******(2025)*** | ***713,600******(2026)*** |  |  |  |  |

1. Baseline will be measured during first half of 2025. [↑](#footnote-ref-2)
2. Indicator is part of Strategic Objective 4 of eGov Strategy. This indicator will feed the eGov indicator on cost saving, by measuring only those services simplified or digitalized in compliance with ABR methodology. [↑](#footnote-ref-3)
3. The indicator will also be reported in terms of gender-based disaggregation. [↑](#footnote-ref-4)
4. The indicator will also be reported in terms of gender-based disaggregation. Explanation for the indicator is in Capacity Building narrative part. [↑](#footnote-ref-5)
5. The indicator is linked to SIGMA Principle 19 on *Users are at the centre in design and delivery of administrative services,* respectively sub-indicators 19.3 and 19.4. [↑](#footnote-ref-6)
6. Approved concept documents relevant for ABR for 2024 that address ABR inputs. [↑](#footnote-ref-7)
7. Indicator is part of Reform Agenda (Growth Plan), respectively of Reform Measure 2.1.1.1. [↑](#footnote-ref-8)
8. Approved laws from 1 October 2024 reviewed in context of ABR. 15 laws were approved, and 14 of them were not relevant for ABR, and 1 was relevant for ABR. There were also 5 other laws that ratified international agreements, however these were not calculated and if they were, they do not impose ABR, therefore are not relevant for ABR. [↑](#footnote-ref-9)
9. Simplification of services in local level in many cases are the same, regulated by the same Administrative Instruction. However, we considered 1 service per municipality, since there is not unification of service delivery in local level, meaning that municipalities deliver services differently in terms of document requirements, fees, staff and so on. After unification of services in local level, we will start to consider them as one. [↑](#footnote-ref-10)
10. ABR methodology means digitalization of service following these steps: analysing the service, measuring the baseline costs, amending the legislation, developing back end systems, exposing in eKosova and measuring the cost savings. Moreover, the indicator is linked to SIGMA Principle 19 indicator 19: *Enablers for user-centric services* and indicator 20: *Delivering high-quality services.* Additionally, the indicator and measures supporting them feed the eGov Strategy Objective 4, indicators 1 and 2. [↑](#footnote-ref-11)
11. The baseline 65 shows the number of services that followed the ABR methodology and delivered to ISA for integration in eKosova. The same services might be exposed on the first quarter of 2025, however the ABR Team work has been finished and that’s why it is considered to be finished in 2024. Indicator will feed Reform Agenda (Growth Plan) indicators, respectively indicator of Reform Measure 2.1.1.5 – “50% of public services for citizens and businesses are offered online through an on-line e-Kosova portal” [↑](#footnote-ref-12)
12. Through influence of ABR Process, certain municipalities removed fees for property registration when owner or co-owner is woman. This will be not only burden reduction but also incentivizing other reforms and aspirations like increase of property ownership by woman. [↑](#footnote-ref-13)
13. This indicator links to SIGMA Principle 19 *Users are at the centre in design and delivery of administrative services,* respectively sub-indicator 19.2 on User Engagement. [↑](#footnote-ref-14)